



UNIVERSITY
OF
JOHANNESBURG

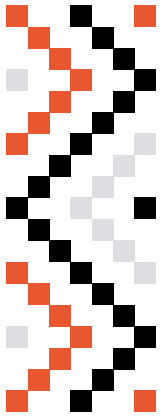
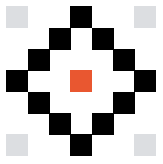


University of Johannesburg

ANNUAL REPORT 2018

The Future
Reimagined





REPORT PROFILE:

Scope and Boundary of the Report and Report Content

OVERVIEW

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is, firstly, guided by the Department of Higher Education and Training Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions. Secondly, the principles of integrated and sustainability reporting are taken into consideration for the portfolio and divisional sections of this report.

The Annual Report covers the period of 1 January 2018 to 31 December 2018 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

The report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

The following processes and guidelines were followed for determining the content of the report:

- The Regulations for Reporting by Public Higher Education Institutions
- The Institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the Annual Performance Plan (APP)
- The Institutional Risk Register approved by Council

The Annual Report is presented in sections largely determined by the structure of the institution; however, the important cross-over themes of risk management, sustainability, and transformation, as well as the six strategic objectives of the institution, are addressed both in dedicated sections and across the Annual Report.



REPORT CONTENT

The report is divided into the following sixteen sections:

SECTION ONE

Scope and Boundary of the Report and Report Content _____ 03

- Overview, scope and boundary of the report
- Report content

SECTION TWO

Performance Report _____ 23

- Chairperson of Council Report
- Vice-Chancellor and Principal Report to Council
- Report on the Annual Performance Plan 2018 of the University of Johannesburg
- Report on the DHET Annual Performance Plan 2018 of the University of Johannesburg

SECTION THREE

Statement on Governance _____ 73

- Overview
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report
- Report of the Management Executive Committee (MEC)
- Student Representative Council (SRC) Report
- Student Services Council (SSC) Report
- Institutional Forum (IF) Report
- Convocation Report

SECTION FOUR

Statement on Risk Management _____ 103

- Overview and risk management governance context
- Policy framework
- Institutional risks
- Report from the MEC Risk Management Committee (RMC)
- Report from the Audit and Risk Committee of Council (ARCC)

SECTION FIVE

Transformation _____ 115

- Overview
- Institutional Transformation Plan
- The Transformation Unit
- Theme One: Institutional culture
- Theme Two: Employment equity
- Theme Three: Staffing and leadership profile
- Theme Four: Governance and management
- Theme Five: Teaching, learning and knowledge production
- Theme Six: Relationships with students
- Theme Seven: Financial sustainability

SECTION SIX

Statement on Environmental Sustainability _____ 135

- Energy management



- Water management
- Waste management

SECTION SEVEN

Occupational Health and Occupational Safety _____ 145

- The UJ Health and Safety Model
- Ethical-legal universe
- UJ Health and Safety Programmes
- Audit types and cycles
- Overarching risk themes and risk mitigation
- Risk reporting
- Strategic focus and targets

SECTION EIGHT

Academic Teaching and Learning _____ 165

- Overview and strategic focus
- Teaching and learning strategy and policies
- Organisational responsibilities and governance
- Institutional academic performance
- Academic Development and Support
 - Student success
 - Centre for Academic Technologies (CAT)
 - Academic Development Centre (ADC)
 - Centre for Psychological Services and Career Development (PsyCaD)
 - Special projects

SECTION NINE

Research and Postgraduate Studies, Internationalisation, and the Library and Information Centre _____ 183

- Research and Postgraduate Studies
 - Research performance
 - Innovation and commercialisation of research
 - Postgraduate School
 - Research capacity development
 - The global excellence and stature (GES) initiative
 - Taking GES 1.0 to GES 4.0
- Internationalisation
 - Overview and operating context
 - International staff, student recruitment and admissions
 - Study abroad and international student services
 - Partnerships and global reputation
 - Corporate services
- Library and Information Centre
 - Embracing the Fourth Industrial Revolution
 - New technologies and services
 - Achievements in 2018
 - Challenges in 2018

SECTION TEN

Faculty Performance _____ 201



- Overview and governance
- College of Business and Economics
- Faculty of Art, Design and Architecture
- Faculty of Education
- Faculty of Engineering and the Built Environment
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science

SECTION ELEVEN

Community Engagement _____ 287

- Overview
- Institutional community engagement initiatives
- Faculty achievements
- Achievements of divisions

SECTION TWELVE

University and Stakeholder Relations _____ 299

- Overview
- Contributions by the Division of University Relations
 - Strategic Communications
 - UJFM – UJ's Campus Radio Station
 - Marketing and Brand Management
 - Government and Stakeholder Relations
 - Community Engagement
- Contributions by other divisions and units
 - Student Marketing
 - Alumni Office
 - Other institutional stakeholders

SECTION THIRTEEN

Student Life _____ 307

- Student Affairs
- Arts and Culture
- Sport

SECTION FOURTEEN

Management and Administration: Human Resources _____ 327

- Overview and operating context
- Strategic initiatives during 2018
- Risk management
- Significant accomplishments in 2018

SECTION FIFTEEN

Management and Administration: Support Services _____ 337

- Overview
- Registrar's Portfolio
 - Central Academic Administration
 - Central Administration
 - Corporate Governance



- Occupational Health Practice
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)
- Office of the General Counsel
- Information Communication Systems
- Academic Planning, Quality Promotion and Academic Staff Development
- Operations
- Protection Services
- Campuses

SECTION SIXTEEN

Financial Sustainability

397

- Overview, policy and governance framework
- Financial risks and risk management
- Financial performance
- Financial governance and revenue
- Financial expenditure
- UJ Trust
- Resolution Circle
- B-BBEE report
- Chairperson of Council Finance Committee Report
- Audited financial statements

ADDENDUMS



Kinta Burger (Prof)

Registrar



LIST OF ACRONYMS AND INITIALISMS

AAMP	Accelerated Academic Mentorship Programme
ABLU	Annual Banking Law Update
ACCA	Association of Chartered Certified Accountants
ACCORD	African Centre for the Constructive Resolution of Disputes
ACFE	Association of Certified Fraud Examiners
ACSSE	Academy of Computer Science and Software Engineering
ACT	Arts and Culture Trust
ACTSA	Association of Corporate Treasurers of Southern Africa
ACU	Association of Commonwealth Universities
ADAPTT	Academic Doctoral Acceleration Programme Towards Transformation
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADS	Academic Development and Support
AFS	Annual Financial Statements
AfriYAN	African Youth and Adolescents Network
AIDS	Acquired Immune Deficiency Syndrome
AHPCSA	Allied Health Professionals Council of South Africa
AIEA	Association of International Education Administrators
AIESEC	International Association of Students in Economic and Commercial Sciences
AL	assistant lecturer
ALC	African Laser Centre
ALD	Academic Literacies Development
AP	Academic Partnerships
APAIE	Asia-Pacific Association for International Education
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APP	Annual Performance Plan
APQC	Academic Planning and Quality Committee
APRM	African Peer Review Mechanism
APS	Admission Point Score
APTS	Academic Programme Tracking System
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARP	Academic Recovery Plan
ARS	Application Rating System
ART	antiretroviral treatment
ARWU	Academic Ranking of World Universities
ASJC	All Science Journal Classification
ASSA	Actuarial Society of South Africa
ASSAf	Academy of Science of South Africa



ASRT	Academy of Scientific Research and Technology
AU	African Union
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
B-BBEE	broad-based black economic empowerment
BCEA	Basic Conditions of Employment Amendment Act
BCS	British Computer Society (BCS, The Chartered Institute for IT)
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BGUR	Best Global Universities Rankings
BI	business intelligence
BMS	Building Management System
BRI	building-related illnesses
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
CA	chartered accountant
CAA	Central Academic Administration
CAB	Centre for African Business
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPP	Council Committee Annual Performance Plan
CAPQP	Centre for Academic Planning and Quality Promotion
CASD	Centre for Academic Staff Development
CASE	Council for the Advancement and Support of Education
CALT	Centre for African Languages Teaching
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBE	College of Business and Economics
CBL	Centre for Banking Law
CBO	community-based organisation
CBR	community-based research
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CE	Community Engagement
CEAB	Community Engagement Advisory Board
CEB	Central Executive Board
CENLED	Centre for Local Economic Development
CEP	Continuing Education Programme
CEPR	Centre for Education Practice Research
CERA	Community Engagement Recognition Awards
CERT	Centre for Education Rights and Transformation



CESM	Classification of Educational Subject Matter
CEU	Community Engagement Unit
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFCR	Centre for Constitutional Rights
CFMS	Computerised Facilities Management System
CGE	Commission for Gender Equality
CGSAPD	Central Gauteng Sports Association for Physically Disabled
CHE	Council on Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CIC	Commercial Investment Committee
CICLASS	Centre for International Comparative Labour and Social Security Law
CIF	Community Innovation Fund
CIMA	Chartered Institute of Management Accountants
CIMERA	Centre of Excellence of Integrated Mineral and Energy Resource Analysis
CIPC	Companies and Intellectual Property Commission
CIPS	Chartered Institute of Purchasing and Supply
CIS	Council of International Schools
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLASA	Corporate Lawyers Association of South Africa
CMC	Council Membership Committee
CO₂	carbon dioxide
COC	certificate of compliance
CoE	Centre of Excellence
CoP	Community of Practice
CORE	Centre for Operations Research and Econometrics
CPASD	Centre for Professional Academic Staff Development
CPMG	Centre for Public Management and Governance
CPD	continuous professional development
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CSDA	Centre for Social Development in Africa
CR	Community Research
CSESE	Centre for Social Entrepreneurship and Social Economy
CSBD	Centre for Small Business Development
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online
CSR	Centre for Sociological Research
CSRC	Central Student Representative Council
CTG	Clinical Training Grant



CTS	Central Technical Services
CUCSA	Confederation of University and Colleges Sports Association
CUT	Central University of Technology
CWUR	Center for World University Rankings
DAPQPASD	Division of Academic Planning, Quality Promotion and Academic Staff Development
DATP	Digital Ambassadors Training Programme
DBE	Department of Basic Education
DCE	Department of Childhood Education
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DEFSA	Design Education Forum of South Africa
DIES	Dialogue on Innovative Higher Education Strategies
DELM	Department of Education Leadership and Management
DESIS	Design for Social Innovation and Sustainability
DFC	Doornfontein Campus
DHET	Department of Higher Education and Training
DHIS	District Health Information System
DIPEM	Division for Institutional Planning, Evaluation and Monitoring
DoE	Department of Education
DoH	Department of Health
DSD	design society development
DST	Department of Science and Technology
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAIE	European Association for International Education
EAP	Employee Assistance Programme
ECCE	European Council on Chiropractic Education
ECSA	Engineering Council of South Africa
ECT Act	Electronic Communications and Transactions Act, 2000
ED	executive director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EDRMS	Electronic Document and Records Management System
EE	employment equity
EEA	Employment Equity Amendment Act
EFL	English for Law
EI	Education International
ELG	Executive Leadership Group
ELI	Education Leadership Institute
EMC	Emergency Medical Care
EME	exempted micro enterprises
EMLA	European Medical Laser Association
EMS	emergency medical services



ER	Employment Relations
EPR	Enterprise Resource Planning
ESM	Executive Strategy Management
ESPC	Engineering Science Programme Committee
EU	European Union
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FASSET	Finance and Accounting Services Sector Education and Training Authority
FCC	Finance Committee of Council
FEBE	Faculty of Engineering and the Built Environment
FELMC	Faculty of Education Leadership and Management Committee
FERL	Food Evolution Research Laboratory
FES	First Year Seminar
FET	Further Education and Training
FELMC	Faculty of Education Leadership and Management Committee
FHDC	Faculty Higher Degrees Committee
FIDH	International Federation for Human Rights
FP	family planning
FPI	Financial Planning Institute of Southern Africa
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FSCC	Financial Sustainability Committee of Council
FTE	full-time equivalent
FYE	First Year Experience
FwCI	field-weighted citation impact
GAJ	Global Academy Jobs
GALA	Gay and Lesbian Archives
GBV	gender-based violence
GCRO	Gauteng City Regional Observatory
GDID	Gauteng Department of Infrastructure Development
GDoH	Gauteng Department of Health
GDE	Gauteng Department of Education
GDSACR	Gauteng Department of Sports Arts, Culture and Recreation Department
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
GRAS	Global Ranking of Academic Subjects
GSA	Graduate School of Architecture
GSACR	Gauteng Sport, Arts, Culture and Recreation
GSU	Georgia State University
GTEA	Global Teaching Excellence Award
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing
HEAD	Health Environment and Development



HEAIDS	Higher Education HIV and AIDS Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association
HEI	higher education institution
HEMIS	Higher Education Management Information System
HEPSA	Higher Education Partners South Africa
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education
HICC	Higher Institutional Central Council
HIV	Human Immunodeficiency Virus
HC	house committee
HOD	Head of Department
Hons	Honours
HPCC	high performance computing cluster
HPCSA	Health Professions Council of South Africa
HR	human resources
HR&T	Human Resources and Transformation
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HTC	Health Training Centre
HVAC	heating, ventilation, and air conditioning system
IAEA	International Atomic Energy Agency
IAESB	International Accounting Education Standards Board
IALS	International Association of Law Schools
IALT	Indian Association of Laser Therapy
IAS	Institute for Advanced Study
ICS	Information and Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	International Criminal Court
ICCC	Investment and Commercialisation Committee of Council
ICT	Information and Communications Technology
IDEP	Institute for Economic Development and Planning
IDP	Independent Development Plan
IDSC	Informational Statistics and Delivery Consultants
IEASA	International Education Association of South Africa
IEDC	International Economic Development Council
IES	International Education Studies
ISEP	international student exchange programmes



IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
IGD	Institute for Global Dialogue
ILMS	Integrated Library Management System
IMS	International Metabolomics Society
IOHA	Institutional Office for HIV and AIDS
IP	intellectual property
IPATC	Institute for Pan-African Thought and Conversation
IPDE	Initial Professional Development of Educators
IRMSA	Institute of Risk Management South Africa
IRP	Intensive Revision Programme
ISA	International Study Abroad
ISSA	International Information Security South Africa
ISEP	International Student Exchange Programs
ISPL	International Survey of Peer Leadership
ISS	Institute for Intelligent Systems
ISSI	Integrated Student Success Initiative
IT	Information Technology
ITC	Initial Test of Competence
ITE	initial teacher education
ITLS	Institute of Transport and Logistics Studies
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JBS	Johannesburg Business School
JBCC	Joint Buildings Contracts Committee
JDA	Johannesburg Development Agency
JIAS	Johannesburg Institute for Advanced Study
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KPA	key performance area
KPI	key performance indicator
LEAD	Legal Education and Development
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LMS	Learning Management System
LPF	Legal Practitioners' Forum
LRAA	Labour Relations Amendment Act
LRC	Laser Research Centre
LSS	Language and Skills for Science
LTSM	learning and teacher support material



MAMS	Management of Assessment of Marks System
MANCO	Management Committee
MAPS	Mastering of Academic and Professional Skills
MASA	Metabolomics Association of South Africa
MCP	Mobile Command Post
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MEC CC	Management Executive Committee: Commercialisation Committee
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRM	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MOA	memorandum of agreement
MOOC	massive online open courses
MOU	memorandum of understanding
MPTRC	Mineral Processing and Technology Research Centre
MQC	Mining Qualifications Authority
MRC	Medical Research Council
MSDS	material safety data sheets
MTEF	Medium-term Expenditure Framework
NAFSA	National Association of Foreign Student Advisors
NASDEV	National Association of Student Development
NBV	net book value
NCD	non-communicable disease
NDP	National Development Plan
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NIPMO	National Intellectual Property Management Office
NMMU	Nelson Mandela Metropolitan University
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
NSP	National Strategic Plan
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NTU	Nanyang Technological University
NUMSA	National Union of Metalworkers in South Africa



NWU	North-West University
OAU	Organisation of African Unity
OGC	Office of General Counsel
OHP	Occupational Health Practice
OHS	Occupational Health and Safety
OO	organised outreach
O:PwD	Office: People with Disabilities
OROSS	Online Research Output Submission System
ORRU	Off Road Rescue Unit
OSD	Occupational Safety Department
OTACS	Online Temporary Appointment and Claims System
PARSA	Parasitological Society of Southern Africa
PASD	Professional Academic Staff Development
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PEAR	Professional Evaluation and Research
PED	Provincial Education Department
PEERC	Public and Environmental Economics Research Centre
PET	positron emission tomography
PFS	Postgraduate Funding Section
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PGWF	Postgraduate Writing Fellows
PHC	Primary Healthcare
PHCNP	primary healthcare nurse practitioners
PLHIV	People Living with HIV
PMS	Performance Management System
POPI Act	Protection of Personal Information Act, 2013
POSA	privately owned student accommodation
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
Procsa	Professional Client/Consultant Services Agreement
PRP	Peer Review Panel
PRR	Peer Review Report
PSET	post-school education and training
PSIRA	Private Security Industry Regulatory Authority
PsyCaD	Centre for Psychological Services and Career Development
PTC	Professional Test of Competency
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PWD	People with Disabilities



PWG	Programme Working Group
PYU	Pan-African Youth Union
QE	Qualifying Examination
QEP	Quality Enhancement Project
QK	Qoboza/Klaaste Building
QSWUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
RAA	residence academic advisors
RAU	Rand Afrikaans University
RAUM	Researching Architecture as Urban Method
RC	Resolution Circle
RCD	Research Capacity Development
RDA	Resource Description and Access
RDG	Research Development Grant
RFI	request for information
RFP	request for proposal
RFQ	request for quotation
RID	Reading in the Discipline
RIMS	Research Information Management System
RMC	Risk Management Committee
RPO	Radiation Protection Officer
RSB	risky student behaviour
SA	South Africa
SAAB	South African Association of Botanists
SAACHS	South African Association of Campus Health Services
SAAIR	Southern African Association for Institutional Research
SAAMA	South African Asset Management Association
SABS	South African Bureau of Standards
SAC	Student Advisory Council
SACAP	South African Council for the Architectural Profession
SACPCMP	South African Council for Project and Construction Management Professions
SACPLAN	South African Council for Planners
SACQSP	South African Council for the Quantity Surveying Profession
SADC	Southern African Development Communities
SAFMA	South African Facilities Management Association
SAGC	South African Geomatics Council
SAHRC	South African Human Rights Commission
SAIAT	South African Institute of Architectural Technologists
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institution of Civil Engineering
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SALDA	South African Law Deans Association



SANAS	South African National Accreditation System
SANAVA	South African National Association for the Visual Arts
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANORD	Southern African-Nordic Centre
SANRC	South African National Resource Centre
SAPA	South African Payroll Association
SAPOA	South African Property Owners Association
SAPS	South African Police Services
SAPSS	Submission of Assessment Papers Secured System
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SAQAN	South African Quality Assurance Network
SARL	Student Accommodation and Residence Life
SARChI	South African Research Chairs Initiative
SARS	South African Revenue Services
SARSYC	South African Regional Students and Youth Conference
SARUA	Southern African Regional Universities Association
SARWEB	Southern African Regional Web for Life
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASOHN	South African Society of Occupational Health Nursing Practitioners
SASPEN	Southern African Social Protection Experts Network
SASSDA	South African Stainless Steel Association
SATICA	South African Tertiary Institutions Coral Association
SATLAB	Simulation Assessment Tool to Limit Assessor Bias
SAULCA	South African Universities Law Clinic Association
SAUPEA	South African Universities Physical Education Association
SAWISA	South African Woman in Science Awards
SAYAS	South African Young Academy of Science
SCEBE	School of Civil Engineering and the Built Environment
SCIIS	School of Consumer Intelligence and Information Systems
SDC	Student Disciplinary Committee
SDG	sustainable development goal
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SeTAR	Centre for Sustainable Energy Technology and Research
SETAs	Sector Education and Training Authorities
SFP	Special Financial Projects
SHDC	Senate Higher Degrees Committee
SHRM	Society for Human Resources Management



SL	service learning
SLA	service level agreement
SLG	Student Life and Governance
SLP	short learning programme
SLPS	Service Level Performance Score
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	small, medium and micro enterprises
SoA	School of Accounting
SoE	School of Economics
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SPMGPP	School of Public Management, Governance and Public Policy
SQP	Staff Qualifications Programme
SRC	Student Representative Council
SRH	sexual reproductive health
SRSA	Sports and Recreation South Africa
SSC	Soweto Science Centre
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
SSGBV	social, sexual and gender-based violence
SRH	sexual reproductive health
SRHR	sexual reproductive health and rights
STAND	Scholarly Teaching and Art, Architecture and Design
Statkon	Statistical Consultation Service
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STINT	Swedish Foundation for International Cooperation in Research in Higher Education
STLC	Senate Teaching and Learning Committee
SU	Stellenbosch University
SVCP	Student Volunteer Champion Programme
SWC	Soweto Campus
SWD	Students with Disabilities
SYE	Senior Year Experience
TCM&A	Traditional Chinese Medicine and Acupuncture
TCTI	total cost to institution
TDG	Teaching Development Grant
THE	Times Higher Education
THE EEUR	Times Higher Education Emerging Economies University Rankings
THE WUR	Times Higher Education World University Rankings



THE YUR	Times Higher Education Young University Rankings
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TIF	Teaching Innovation Fund
TL&A	teaching, learning and assessment
TM	talent management
TMF	Transformation Managers' Forum
TMS	Time Management System
TOP	termination of pregnancy
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWAS	The World Academy of Science
TWR	Technikon Witwatersrand
U21	Universitas 21
UCCF	University Chairs of Council Forum
UCDG	University Capacity Development Grant
UCT	University of Cape Town
UDG	Unit for Data Governance
UFS	University of the Free State
UG	undergraduate
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJCE	UJ Centre for Entrepreneurship
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UJWLDP	UJ Women Leadership Development Programme
UJWICEEP	UJ Women in Community Engagement Empowerment Programme
UJYLDP	UJ Young Leaders Development Programme
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UMP	University of Mpumalanga
UNESCO	United Nations Educational, Scientific and Cultural Organisation
Unisa	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion



URAP	University Ranking by Academic Performance
URC	University Research Council
US	University of Stellenbosch
USAf	Universities South Africa
USSA	University Sport South Africa
UWI	University of the West Indies
VFS	Visa Facilitation Service
VIAD	Visual Identities in Art and Design Research Centre
WaSH	water, sanitation and hygiene
WHRC	Water and Health Research Centre
WID	writing in the discipline
WIL	work-integrated learning
WISA	Women in Science Award
Wits	University of the Witwatersrand
WRHI	Wits Reproductive Health Institute
WRC	Water Research Commission
YDISA	Youth Development Institute of South Africa







Chairperson of Council Report

The University of Johannesburg ended 2018 on a stable note with the leadership of the University focused on delivering on the Strategic Plan 2025, on which this Annual Report will elaborate. Again, we have listened to our Vice-Chancellor and his team, emphasising the need to position the University of Johannesburg within the Fourth Industrial Revolution, and as Council we have been supportive of this vision. He has been quoted several times on different platforms regarding the Fourth Industrial Revolution, for instance in the Alumni *Impumelelo* (Issue 2, September 2018), where he states, "Those who will thrive in the Fourth Industrial age will have to understand the world, and the University of Johannesburg should therefore be at the forefront of laying down a foundation for the University of the 22nd century". I believe that 2018 saw such acceleration in terms of this vision and direction.

What is our role as an academic institution?

I have read about the importance of education in the life of every human being and can assert that education is an absolute necessity in the life of all of us in the world: I regard it as a birth right and not a privilege. I therefore believe that the role of an academic institution is to weave itself into the fabric of society by ensuring that knowledge, know-how, information, concepts and ideas are spread in a healthy manner, to ensure the advancement and betterment of society. This is or should be a global phenomenon. I have experienced 2018 as the year when the University of Johannesburg did its best to fulfil this role. In the 2017 Annual Report, Prof Marwala mentioned the following five key areas that were to receive special attention beyond the University's daily operations:

1. Operationalising the Johannesburg Business School.
2. Securing a Medical School.
3. Handling outstanding matters with labour. These include the 65th percentile and all residual matters in connection with insourcing.
4. Global excellence and stature in the Fourth Industrial Revolution.
5. A project to write biographies of 10 African leaders.

Indeed, much traction has been observed in these five areas, as we have operationalised the Johannesburg Business School and are currently taking it to the next level regarding effectiveness and efficiency.

UJ is still looking at starting the Medical School, as this takes much time legally and administratively. The University appointed Prof Sehaam Khan as the Executive Dean of the Faculty of Health Sciences, effective 1 March 2019, with the clear intention of driving the agenda of building a Medical School, among her other responsibilities.



Thirdly, the stability of the University is critical on all fronts, and one of those is harmony with all our employees and staff (academic and support). A number of labour-related matters were addressed in 2018, including insourcing and addressing the alignment of remuneration in a phased manner to the 65th percentile.

Fourthly, we operate in South Africa, but our impact should be global. We continued in 2018 to attract international students, and again the University continued to accelerate on its vision of the Fourth Industrial Revolution.

Lastly, while it sounds simplistic, the writing of biographies of 10 African leaders is a critical body of knowledge for us as an academic institution. With this having started in 2018, we will be seeing some results in 2019.

Since the start of my tenure as Chairperson of Council, and again in 2018, I continued to concern myself with: (1) Leadership, globally and locally; (2) The stability of our education sector; (3) Financial sustainability; (4) Safety; and (5) The future.

Leadership

One can write a lot about leadership and what it means. 2018 saw new leadership at the University of Johannesburg under the not so new Vice-Chancellor, Prof Marwala, and, as mentioned above, he has led the vision of focusing on the Fourth Industrial Revolution. In the 2017 Annual Report, I mentioned the ethical leadership challenges we faced as a University and how these impacted on our reputation as an institution. We are monitoring progress as our law enforcement agencies deal with these matters. I am as impatient as everyone concerned regarding these legal matters, but understand that “the mills of God grind slowly but they grind exceedingly small”.

I am still deeply concerned that we do not have a well-functioning Convocation and would like us to prioritise this in 2019, to ensure that proper elections take place and that strong, capable and ethical leaders are elected, just as we wish for ethical leadership across all walks of life.

Stability of our education sector

I have mentioned above the role of academic institutions and have been deeply concerned about the stability of the education sector. To be specific, when an academic year starts, we concern ourselves with the management of the entire registration process, but beyond that, we wish for a successful academic year where there is peace and stability at campuses without a single class being disrupted. Why? We have to complete the entire academic year incident free, to ensure quality of delivery of our educational activities. I believe 2018 was such a year at the University of Johannesburg and I wish to express my sincere appreciation to the entire University community. Are we free of problems and challenges? No. We must work together.

Financial sustainability

To reiterate, education should be a birth right and not a privilege. Not only the wealthy should have access to education; all citizens of the world should have access to education. While I am deeply concerned about assisting students to go to university, I am also concerned about universities managing their finances prudently. Our financial position at UJ remains strong with consolidated net assets of R5.7 billion (2017: R5.6 billion). The amount invested in infrastructure developments during the year was R245 million, mainly towards student residences and academic venues. 2018 saw our finance situation stabilising, as we continued to closely watch spending, financial controls and financial discipline, cash flow management, and procurement activities. We will continue our endeavours to further improve in this domain.

Safety

Safety is a broad discussion topic as it impacts on everyone's life differently. The University of Johannesburg faces its own safety and security issues daily, and it is imperative that these are professionally managed. Parents and guardians of students entrust the tutelage and the safety of their children to us as a University, and hence we take this responsibility seriously. We had several safety challenges in 2018, but overall it was a stable year. We are, and will continue to be, vigilant about the safety of our entire University community.

The future

2015 and 2016 rattled the education sector with the #FeesMustFall movement, and I believe that as a country we have learned a few lessons. We have learned that education is a priority for our nation and that money spent in education is money well spent. We have learned the art of listening. Did we fail to listen in the past? No. But we need to listen to the right voices. Our children, the youth of the future, wished to be listened to. I believe we heard them, because we had listened to the right voices of stability in our education sector.

It remains important to address the ever increasing and much needed demand for higher participation in higher education. At UJ, every year the number of applicants exceeds by far the number of available spaces for enrolment. The important role of TVET colleges in addressing this demand should receive attention.

Closing remarks

In closing, 2019 should be still a better year. South Africa is going to the sixth national general election on 8 May 2019, and we pray for peaceful elections and for a stable academic year for the entire education sector.

The role of higher education in South Africa to build a sustainable future for our country and our continent cannot be emphasised enough. I believe that at UJ, we are committed and positioned to continue to play our role in this important mission.

My sincere gratitude to the entire community of UJ for their commitment to building the university of the future.

The future of our academic institutions must be characterised by health and wellness of all, a safe learning space in all respects and the vibrant exchange of ideas and ideals.

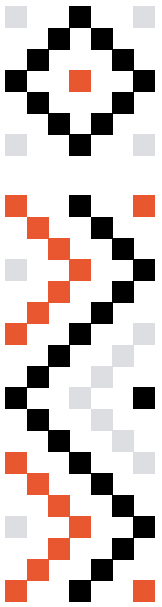
*"Our life is brief,
It will be finished shortly.
Death comes quickly
Atrociously, it snatches us away.
No one is spared."*

Gaudeamus

A handwritten signature in black ink, appearing to be 'Mike Teke', with a large, stylized loop at the top.

Mike Teke (Mr)

Chairperson of Council



Vice-Chancellor and Principal Report to Council

We, and the institutions we lead, live in times of turmoil, challenge and opportunity. For some years now, our students have focused our minds on inequities deriving from the past and persisting into the present, challenges that we have been addressing with imaginative, innovative and creative solutions. But as Vice-Chancellor, I am also mandated to look ahead, as flagbearer of our institutional vision: “An international University of choice, anchored in Africa, dynamically shaping the future”. This future is already upon us, with momentous changes currently taking place in the world of work and in how humans live their lives and interact. At a time when our students are rightly raising crucial concerns relating to past and present, we find ourselves in the age of the Fourth Industrial Revolution (4IR). This juxtaposition presents renewed challenges and opportunities to a changing institutional leadership. During my term as Vice-Chancellor, therefore, the University of Johannesburg, as one of the African continent’s top universities, will systematically position itself as a leader in and contributor to the developments of 4IR, within the context of the changing social, political and economic fortunes of Africa.

Humankind has lived through three industrial revolutions in the past 250 years. Each has had major ramifications, reshaping the world and its outlook. Socioeconomically, each industrial revolution has generated increased wealth and wellbeing, yet these benefits remain unevenly distributed. Africa has come late, as a passive recipient of each revolutionary phase, and the continent has failed to benefit from the industrial and productive progress made globally. With the Fourth Industrial Revolution (4IR) now well under way, our long-term goal is to enable the African continent (and our graduates) to become active participants in this revolution and to be ready to leverage the associated opportunities.

In 2013, the University of Johannesburg (UJ) adopted the Global Excellence and Stature (GES) strategy. To fast-track the GES strategy, a set of catalytic initiatives were proposed for a five-year term, which was until 2018. The GES initiative has well succeeded in positioning UJ in an enhanced leadership role through this associated series of catalytic interventions. In 2017/2018, as incoming Vice-Chancellor and Principal, I introduced the Fourth Industrial Revolution (4IR) to the University of Johannesburg, as an essential component of future economic growth in South Africa and of future intellectual life at any university. We envisage 4IR as adding a significant impetus to UJ’s vision for attaining global excellence and stature, and this has resulted in our revised institutional strategy of GES 4.0.



At the same time, our overall vision and strategies for achieving our GES goals have not been cast aside, as confirmed by our Strategic Plan 2025, with its six strategic objectives:

- Excellence in research and innovation
- Excellence in teaching and learning
- An international profile for global excellence and stature
- An enriched student-friendly learning and living experience
- National and global reputation management
- Fitness for global excellence and stature

As a leading African institution in a globally competitive environment, UJ now intends to advance and position these strategic objectives in the context of 4IR, so as to support the African continent in embracing 4IR.

2018 has seen the University take significant steps in positioning itself for this task of major leadership, as will be reported below. But equally significant, the University also continued to make excellent progress on the wide range of initiatives on which our current high standing has hitherto rested, while introducing shifts in positioning and emphasis in terms of 4IR.

The University tracks its achievements against two annual performance plans, one of which is required in terms of the reporting regulations of the Department of Higher Education and Training (DHET), and another which is a subset of UJ's full Strategic Plan 2025.

The first of these, the DHET Annual Performance Plan 2018, sets targets for a variety of indicators as required by regulation. A number of these are output indicators, such as research and graduate output, which are measured for the previous year (2017, n-1) because the results can only be finalised in the reporting year (2018). There is also a strong emphasis in other indicators on the size and shape of the institution as derived from the approved enrolment plan for the University.

The 2018 UJ Annual Performance Plan consists of 23 indicators drawn from all six of the objectives framing the Strategic Plan 2025, with two indicators subdivided. Of the 25 indicators that are measured, the targets have been met for 22, and 21 of those indicators are in excess of 102% of target, while one is almost on target, which is what is required for that indicator.

Exceptional year-end results include the following:

- **KPI 1: Total postgraduate outputs (n-1)**
PG graduates for 2017 are 176 above target.
- **KPI 2: Percentage permanent and fixed-term academic staff with doctorates**
The proportion of staff with doctoral qualifications increased markedly in Quarter 4 and now exceeds both the target and the ceiling.
- **KPI 3: Accredited research output units (n-1)**
The number of DHET approved units at 1 741.41 is higher than both target and ceiling and exceeds the 2017 baseline by 2,4%.
- **KPI 4: Annual citations in Scopus (n-2)**
The citations for 2015 publications have grown to a massive 8 865, from a starting point in Quarter 1 of 4 608, greatly exceeding both target and ceiling. This is a clear measure of the significant impact of the work of UJ researchers.
- **KPI 5: Enrolment profile by CESM category (SET)**
The target reflects the projection anticipated in the 2018 enrolment plan for this category, and the aim is not to exceed the target, but to achieve an outcome as close to the target as possible. With that objective in mind, achieving an outcome that is within 0,55% of the target is a highly satisfactory outcome.
- **KPI 6: Undergraduate output (n-1)**
Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2017 exceed the target of 9 671 by 298, or 3,08%.



■ **KPI 7: Percentage of students completing three-year UG degrees in minimum time (n 1)**

For the 2015 cohort, 38,1% succeeded in completing in minimum time, which is 1,1% above target. This is a far better outcome than for the 2014 cohort, where only 35,3% completed in minimum time.

■ **KPI 8: Programmes accredited for online learning (cumulative)**

Twenty online programmes have now been fully accredited, and this is higher than the ceiling set for this indicator.

■ **KPI 9: Programme changes to address decolonisation**

In total, 82 UG formal degree programmes out of a total of 123 have been changed, and this constitutes two-thirds of all UG formal degree programmes.

■ **KPI 10: Number of international students**

The number of international students far exceeded the ceiling by Quarter 4, partly as a result of a change in the coding of the data. Nonetheless, the goal of increasing the number of international students showed progress throughout the year.

■ **KPI 12: Number of study abroad students**

There has been considerable movement against this indicator since Quarter 1, and now both target and ceiling are significantly exceeded. However, these are primarily outbound UJ students.

■ **KPI 13: Overall UG and PG student satisfaction**

Aggregated outcomes of the Student Experience Surveys are well above the target of 80%.

■ **KPI 14: Number of awards and prestigious recognition**

A record number of 40 awards and forms of recognition have been recorded this year, which is an outstanding achievement. This is almost 43% more than in 2017.

■ **KPI 15: Annual operating surplus/loss**

With the current surplus standing at R391 million, the operating budget shows a surplus approximately six times higher than predicted for 2018.

■ **KPI 17: Third-stream income (unencumbered)**

Unencumbered third-stream income has been growing steadily and has now exceeded the target of R160 million by R37 million.

■ **KPI 19: Percentage black permanent and fixed-term academic staff**

The proportion of academic staff meeting the criteria for SA designated (black) staff now stands at 44,24%, exceeding the target and ceiling set for this indicator.

■ **KPI 21a: Number and percentage of black (SA) associate professors and professors**

Both the target and ceiling for this indicator have been exceeded, with the proportion of black (SA) associate professors and professors reaching 20,92%. This is 2,22% above target and 2,92% above the level achieved at the end of 2017.

Research performance has been exceptional, and success rates and graduate output have exceeded all previous levels. Academic staff at UJ have high qualification levels, and at present, the University is in a healthy financial position.

As far as issues related to academic staff are concerned, significant efforts made by the University have paid off in relation to indicators that focus on characteristics of the permanent academic staff. The proportion of academic staff with doctorates is now over 48%, and the size of the professoriate has reached 24,31%; black academic and research staff are now at 44,24%; and black associate professors and professors at 20,92%.

Only two targets have not been met. The model for calculating the target for the reduction in the carbon footprint has been changed to include all possible contributing sources (such as the intercampus bus transport system, air travel and others), which has therefore meant that the target as previously established could not have been met. Despite an increase in the number of female professors and associate professors, the target (which is a proportion) has not been reached, as the number of professors and associate professors overall (i.e. the denominator) has increased as well.



Appointment of the new Vice-Chancellor and other executives

Following the smooth transition of leadership from the former Vice-Chancellor, Prof Ihron Rensburg, to Prof Tshilidzi Marwala, who took office on 1 January 2018, highly significant recruitment activities achieved the filling of a range of senior posts, following on a number of retirements, promotions and resignations.

Dr Vukuza was appointed as Senior Executive Director, and assigned to the Office of the Vice-Chancellor, commencing her duties with effect from 1 March 2018.

Prof Swart was appointed as Chief Operating Officer (COO) from 1 April 2018. Prof Swart was promoted to the COO position after serving as Executive Dean of the Faculty of Health Sciences.

Ms Mamorare was promoted to the position of Chief Financial Officer from 1 May 2018, the title of the position having been changed from DVC: Finance.

Ms Gida was appointed from 1 January 2018 as the Executive Director for the Human Resources and Transformation Division. However, she resigned at the end of September 2018, and the position is currently at recruitment stage.

Prof Frahm-Arp was promoted to the position of Executive Director: Library and Information Centre from 1 March 2018. She was previously a Professor and Vice-Dean within the Faculty of Humanities.

Ms Sibanda was appointed as Executive Director: Information and Communication Systems from 1 July 2018. The title of the position was later changed from Executive Director: Information and Communication Systems to Chief Information Officer (CIO).

Prof Mashao was appointed as Executive Dean: Faculty of Engineering and the Built Environment (FEBE) from 1 August 2018, replacing Prof Sinha who had been promoted to the position of Deputy Vice-Chancellor: Research and Internationalisation in 2017.

Prof Nel, in the Faculty of Engineering and the Built Environment, was promoted to the position of Executive Director: Operations from 1 September 2018.

Ms Riba was appointed as Executive Director: Financial Governance and Revenue from 8 September 2018, replacing Ms Mamorare who took up the position of CFO earlier in the year.

The recruitment process for the Senior Director: Institutional Planning, Evaluation and Monitoring was concluded at the end of 2018 and the new appointee, Dr Webbstock, commenced employment on 1 January 2019.

Prof Khan was identified as the new Executive Dean: Faculty of Health Sciences following finalisation of the recruitment process at the end of 2018. She commenced employment on 1 March 2019.

In terms of the strategic needs of the University, the position of Executive Director: Internationalisation, vacated by Dr Mekgwe at the end of 2017, was restructured to Senior Director: Internationalisation. Dr Oscar van Heerden was appointed to this position but had subsequently resigned. The position is currently at recruitment stage.

Engaged institutional approach to developing the Fourth Industrial Revolution (4IR) catalytic initiatives

During 2018, the institution, under the leadership of the Executive and of Senate, sought to develop an in-depth understanding of 4IR and its manifold implications, both for all aspects of society and for the University. Some key lines of thought follow.

In contrast to the earlier industrial revolutions, 4IR is based not on a single technology, but on the confluence of multiple developments and technologies, including inter alia artificial intelligence, machine learning, robotics and automation, cryptocurrencies and renewable energy. Technologies and processes are each evolving at an exponential pace and are often interrelated, increasingly connecting the digital world with the physical one. Substantial disruptions will impact all industries and entire systems of production, management and governance and will undoubtedly transform all aspects of 21st century life and society.



Humans will be affected in many ways through interfaces between humans and technology. In its scale, scope, and complexity, the transformation will be unlike anything humankind has experienced before.

Social disruption, economic change and outright job losses as a result of industrial revolutions have prompted widespread protests in the past. 4IR is expected to result in more job losses than ever seen before, particularly in labour intensive economies. The trade-off of the higher growth and improved efficiencies resulting from 4IR is likely to be economic exclusion and deepening inequality. Undoubtedly, alternative skill sets in our graduates will be essential.

The changes that will be brought about by 4IR will be rapid and often unpredictable; it is crucial that our planning processes allow for constant adaptation.

4IR is a global movement. The nature of our rapidly changing world is shifting the role and focus of universities towards a particular focus on the emerging requirements of business, governments and society at large. At the same time, provision of skills development and education through free access is prompting fresh thinking and reorientation. This goes beyond the 'what' and 'how' of teaching and learning, and also relates to research outputs – type and nature, interaction with society, inter-university collaborations and the notion of multidisciplinary learning and activities. The human-machine symbiosis is core to 4IR. More so than ever before, the need for inter- and multidisciplinary skills has become necessary.

Building on the achievements and growth gained from the original GES strategic plan, the institution embarked on a process of conceptualising GES 4.0 and identifying potential catalytic initiatives. Following on the identification of 4IR as an area of critical importance for the future growth and excellence of UJ and an opportunity for UJ to take the lead and actively contribute to the economic development of both the country and the African continent, the VC's GES 4.0 vision was discussed by the Senior Leadership Group and by Senate, and endorsed by Senate. Senate tasked four teams to each address one key area for rethinking and development: Teaching and Learning, Research and Innovation, Communication, as well as Infrastructure. Their inputs contributed to a major high-level proposal to Senate, namely the GES 4.0 catalytic initiative proposal, entitled the Fourth Industrial Revolution (4IR) and the University of Johannesburg, which provides a framework for developing an implementation plan for the GES 4.0 initiative. An associated budget, together with a supporting business case, has been approved by Council.

At the same time, care was taken to inform and engage the institution broadly: statutory committees added a standing item on GES 4.0, campus visits were thematically configured around 4IR, and in July 2018, the institution as a whole was also engaged.

Alongside these institutional engagements, and supported by the DVC: Research and Internationalisation, the Director: Institute for Intelligent Systems (IIS), and many other UJ professionals, UJ colleagues and I have participated in strategic sessions with a range of national, regional, and international organisations; a range of thought leadership media articles have also been published in the traditional and modern/social media. I have also been actively engaged in providing inputs into 4IR at a number of key forums, including the South African Parliament. I have been appointed the Deputy Chair of the Presidential Commission on the Fourth Industrial Revolution, which is chaired by South Africa's President Cyril Ramaphosa.

4IR is a long-term initiative of a highly dynamic nature with unpredictable outcomes. Many of the following reports include evidence of the increasing impact of 4IR on the University's activities.

Research output and impact

UJ has continued on its successful trajectory as a research-focused institution, as regards both research output and impact. The 1 741 units approved for subsidy represent an 11,7% increase over the previous year, and are the highest number awarded to UJ since its inception. Since 2005, UJ's accredited research publication output units have grown 16% on average per annum, which equates to a compound annual growth rate of 15% over the period. Of the publications submitted for accreditation, 79% were in internationally (ISI, IBSS, Norwegian



and Scopus) indexed journals. The number of accredited units for books and book chapters authored by UJ academics and researchers grew by 43%, while journal articles and conference proceedings grew by 8% and just under 1%, respectively.

In terms of UJ's visibility in the international Scopus database, the field-weighted views impact over the period (2013 to 2018) was 1.97, indicating that UJ's publications were viewed 97% more than outputs authored by other institutions with similar publication profiles. UJ's Scopus-listed publications achieved a Field-weighted Citation Impact (FwCI) of 1.36, indicating that UJ had 36% more citations compared to other institutions with similar publication profiles over the same period. In terms of the Scopus per all science journal classification (Scopus ASJC), UJ achieved the highest citation impact in the fields of Physics and Astronomy (2.67), Neuroscience (2.0), Energy (1.8), Nursing (1.78) and Chemical Engineering (1.57). UJ received an above-average citation impact compared to other institutions with similar publication profiles in 21 out of 28 ASJC disciplines.

In line with UJ's internationalisation strategy, co-authorship with international collaborators is increasing. Between 2013 and 2018, UJ co-authored 5 190 (previously 4 895) publications with international collaborators at 2 048 (previously 1 960) institutions across the globe.

Postdoctoral research fellows (PDRFs) make an increasingly significant contribution to UJ's research output

The number of postdoctoral research fellows (PDRFs) has increased from 173 in 2014 to 275 in 2018, and these PDRFs are generating an increasing number of accredited publications and units. Taking into consideration the unit contribution of PDRFs only, the number of publications and accrued accredited units increased from 235 publications (95.19 units) in 2015 to 379 publications (139.88 units) in 2016, and to 474 publications (178.27 units) in 2017. However, a clearer picture emerges when combining unit contributions of both PDRFs and the UJ co-authors, with whom they are publishing: the total number of units then increased from 119.6 in 2015 to 316.83 in 2017.

UJ researchers: Highly credentialed academic staff

The quality of academics is critical to the advancement of the University's research enterprise. As such, UJ continued investing in developing a critical mass of suitably qualified and competent researchers, by means of attracting and retaining outstanding academics, while also developing the research and innovation capacity of academics. The University Capacity Development Grant from the Department of Higher Education and Training contributed significantly in enabling research capacity development interventions. In 2018, the focus was on improving the impact and quality of research capacity development interventions for academic staff as well as for postgraduate students.

The number of NRF-rated researchers within an institution remains a national indicator of researcher base and excellence. The number of NRF-rated researchers at the University of Johannesburg increased to 195 by mid-February 2019, with two new A1 rated researchers unanimously confirmed by their international peers as world leaders in their respective areas. Thirteen application outcomes are still outstanding and the overall number will most likely increase further. The proportion of academic staff members with a doctoral qualification improved further from the baseline of 43,6% in 2015, to 48,46% by the end of the reporting year.

UJ was awarded four new South African Research Chairs Initiative (SARChI) Chairs:

- SARChI Chair in Construction Management with Prof Didi Thwala from the Faculty of Engineering and the Built Environment as the chair holder.
- DST-NRF-Newton Fund Trilateral Research Chair in Transformative Innovation, the Fourth Industrial Revolution and Sustainable Development. This is a partnership between the University of Johannesburg, the University of Sussex in the United Kingdom and the African Centre for Technology Studies (ACTS) in Kenya. Prof Erika Kraemer-Mbula is the chair holder and is based in the College of Business and Economics (CBE).
- DHET-DST-NRF Research Chair in Community and Worker Education with Prof Salim Vally in the Faculty of



Education as the chair holder.

- DHET-DST-NRF Research Chair in Entrepreneurship Education with Prof Cecile Nieuwenhuizen in the CBE as the chair holder.

This brings the total number of prestigious SARCHI Chairs at the University to 17. The SARCHI Research Chair in Geometallurgy with Prof Fanus Viljoen as chair holder was renewed and upgraded to Tier 1 status in 2018.

The number of awards and prestigious recognition increased from 27 in 2017 to 40 in 2018. Particularly significant was the award of the National Order of Luthuli to Prof Farid Esack for his contribution to academic research and the fight against race, gender, class and religious oppression. Dr Bongani Ngqulunga, Director of the JIAS, received the Alan Paton Award for non-fiction for his book, *The man who founded the ANC: A biography of Pixley ka Isaka Seme*.

Although there has been an improvement over the past three years, it is a balancing act to retain, attract and replace qualified staff members, in light of resignations and retirements of highly qualified academic staff. By the end of 2018, through global excellence and stature (GES) catalytic interventions, eight renowned scholars had been appointed as GES distinguished professors (DPs), five of whom are directors of GES flagship entities. In addition, the GES initiative has enabled the University to attract and appoint 45 distinguished visiting professors (DVPs) from across the globe, primarily from Europe, North America and Asia.

Prof Wole Soyinka, the first African recipient of the Nobel Prize in Literature in 1986, is the first Distinguished Visiting Professor from the African continent, and as such paid a successful short visit to UJ in 2018. His association with UJ is a noteworthy testament to our growing reputation and stature on the African continent and the global stage.

DPs and DVPs are also contributing substantially to the growing reputation of UJ, through engagements and established collaborations with their home and other institutions, as well as through joint authorship of publications in top journals. In addition, their presence ensures rich intellectual discussions in departments, the introduction of new perspectives and approaches, and the availability of new contacts and collaborations, which feed through more or less directly into the research output of postgraduates.

GES flagship institutes and programmes

To date, nine GES flagship institutes and programmes have been established under the GES initiative, all of which were operational during the reporting year. While the GES initiative was established in 2014, implementation of interventions has faced practical hurdles, for instance, the recruitment of distinguished professors from overseas as well as visa-related delays.

In line with the GES 4.0 initiative, the flagship Institute for Intelligent Systems (IIS) was escalated to an Artificial Intelligence 'agency' that will develop implementation capacity at institutional level. Key activities have included the initiation of a Fourth Industrial Revolution Distinguished Lecturer Series. The Institute for Pan-African Thought and Conversation received \$175 000 (R2.4 million) from the Carnegie Corporation of New York, the first ever such grant received by UJ from the Corporation, also giving UJ non-profit recognition status in the United States of America. The Johannesburg Institute for Advanced Studies (JIAS) is now firmly positioned as an intellectual centre in the Gauteng region. The longer-standing flagship programmes in Earth Sciences, International Commercial Law, and Childhood Education have been highly productive. The Graduate School of Architecture achieved unconditional approval for its programme offerings from the South African Council for the Architectural Profession (SACAP), together with growing international recognition for its groundbreaking unit system approach to architectural education. In addition to contributing towards the University's research outputs, flagship institutes and programmes continue to bring prestige to UJ in various ways through their work, while also enhancing intellectual discussions across the University.

Postgraduate studies

A sustainable pipeline of the next generation of scholars is critical for maintaining excellent performance and

advancement of research. The increasing mechanisms and capacity development interventions put in place by the Postgraduate School (UJPS) are clearly impacting on postgraduate success.

Audited 2017 figures show that UJ retained its relative position both in terms of enrolment and graduations, although it was slightly lower than the national average. The growth in doctoral enrolments was 5% compared to the national average of 5,1% and the growth in doctoral graduations was 5,9% compared to the national average of 9,2%. At master's level, UJ growth in enrolment numbers was also slightly lower than the national average at 2,5% compared to 3,2%. The growth in master's graduations far exceeded the national average growth in master's graduations with 36,13% compared to 4,7%.

Enrolment increases of 24,69% and 25,88% were seen at both master's and doctoral levels, respectively, from 2017 to 2018. Postgraduate success also improved, with master's graduations remaining steady, but master's by research graduations improving by 7,2% between 2016 and 2017, with a 7,2% decrease in time to completion (TTC), taking it to an average of 3.06 years. Similarly, the success of doctoral students improved with a 5,9% growth in graduations. TTC increased slightly by 3,9% and is now at 5.1 years as an average for the 2017 graduating class.

International students at doctoral level have increased from 374 (34% of all doctoral candidates) in 2017 to 496 (36% of all doctoral candidates) in 2018. In 2017, there were 126 doctoral graduates, with 86 of these being South African. The South African group included 40 South Africans from the designated groups. This group consisted of 34 black South Africans (up from 25 in 2016), five Coloured South Africans (also five in 2016) and one Indian South African (down from eleven in 2016).

The 9,67% reduction in honours enrolment was compensated for by an increase of 15,58% in other postgraduate below master's enrolments and resulted in a stable enrolment of 3 848 in all qualifications under master's level.

Time to completion of postgraduate students remains a key focus area. Several initiatives to address this have been implemented, and will be expanded on in 2019.

External postgraduate funding

The availability of postgraduate funding remains constrained against the backdrop of the challenging South African financial landscape and the specific challenges faced by the higher education sector. However, despite this, overall postgraduate funding increased in terms of available funding, resulting in an increased number of students supported. The total amount allocated to postgraduate scholarships and postdoctoral fellowships increased by 10,8% from 2017 to 2018. Funding to honours students grew by 16,74%, dropped by 4,13% for master's students, and grew by 9,3% for doctoral students. PDRF funding grew by 15,99%, and this is reflected in the growth of PDRF numbers. A significant proportion (44,4%) of total scholarships and fellowships in 2018 came from the NRF, with bursaries and fellowships growing by 9,1%. Internal UJ funding (GES and URC) comprised 52,2% of all postgraduate and PDRF funding.

External research income

The target set for external research income in 2018, R188 million, has been exceeded, with the provisional end December 2018 income at R209.31 million. International research funding has increased fourfold.

Innovation and technology transfer

The UJ Technology Transfer Office (UJ TTO) assists with progression of research projects with innovation potential. In 2018, the UJ TTO facilitated 22 awards for over 20 projects from a number of external sources, including the Technology Innovation Agency (TIA) seed fund programme. Of these funded projects, ten have been completed, and six of these are at various stages towards commercialisation. There are currently five active projects. From the inception of this programme in 2014/2015 to date, the UJ TTO has received a total of ~R10.4 million TIA seed funds.



Adding to the University's intellectual property portfolio, over the past year, the UJ TTO has filed 10 provisional patents, one patent cooperation treaty (PCT) application and two designs.

Enrolment planning to achieve strategic objectives

Enrolment planning is key to steering the size and shape of the University according to the main principles embedded in the UJ Strategic Plan 2025. The Plan outlines a low growth scenario, maintaining an overall cap of 50 000 contact enrolments, while accommodating growth in Science, Engineering and Technology and in the proportion of postgraduates. In 2018, the University performed well overall, and as in the previous year, enrolment at the institutional level remained within 1% of the approved DHET headcount targets. There was marginal growth of 0,6% from 50 366 in 2017, to 50 687 in 2018. Continued improvement was evident in efficiency indicators, such as the dropout rate, which remained below 14% for a second consecutive year. Increased financial aid contributed to a higher retention of students and to a faster rate of enrolment of continuing students at the beginning of the year than in the previous two years.

As in other years, the constantly shifting higher education environment, however, posed a number of challenges for enrolment planning. The lack of coordinated communication from NSFAS added complexity to the enrolment management processes in 2018, as did uncertainty around the longer-term effects of the HEQSF alignment. As an example, at the undergraduate level, there was a slower phasing out of diplomas than anticipated, with the undergraduate diploma enrolment having been exceeded by 6,3%, while degree enrolments were 0,4% short of the target. In addition, the uptake of the newer qualification types did not always match the enrolment levels of qualifications that are being phased out.

The University's strategy of adjusting enrolment numbers in specific faculties proved to be successful in achieving the desired distribution for 2018. Planned decreases in the College of Business and Economics, and increases in the Faculties of Engineering and the Built Environment, Health Sciences, and Science, were effected. The proportion of enrolments in BUS/MAN declined from 40,2% in 2017, to 38,5% in 2018, in line with this strategic intention.

Increased postgraduate and international enrolments

A distinct trend in UJ's enrolments has been the steady increase in postgraduate enrolments that has been achieved since 2013, which was in line with the strategic vision of the University. 2018 saw the highest growth in master's and doctoral enrolments thus far, with an increase of 1 128 in master's and doctoral enrolments. Master's enrolments reached a peak of 3 865, while doctoral enrolments reached 1 362. Enrolments in the new distance programmes in Education and Health Sciences contributed towards this significant increase.

Since 2015, the Faculty of Engineering and the Built Environment has contained the highest share of master's and doctoral enrolments. In 2018, the Faculty experienced the highest growth to date, increasing by 167 (69%) doctoral enrolments, and 336 (46%) enrolments at master's level. These significant increases shifted the UG:PG ratio by 2% towards PG enrolment to reach the target ratio of 82:18.

The significant change towards more postgraduate enrolments influences the size, shape and mix of the University, and the subsidy implications have been considered. The parameter of a maximum of 50 000 contact enrolments set in the UJ Strategic Plan 2025 required that the increase in postgraduate enrolments be offset by an adjustment to undergraduate enrolments. The decrease was confined to enrolments in non-SET faculties and was implemented primarily in the newly formed College of Business and Economics (CBE), as mentioned above. Targets set for international student enrolment were pleasingly exceeded.

Decolonisation

The issue of decolonisation continued to play a pivotal role in curriculum transformation at the University in 2018. The college and seven faculties reported across a number of key areas aligned to the core functions of the University. According to these reports, a total of 66% (cumulative target) of undergraduate degree

programmes have incorporated decolonisation to varying degrees. The reports demonstrate that in any given programme there will be a number of modules incorporating aspects of decolonisation. From the faculty reports, it is evident that the faculties continue to demonstrate their commitment to enriching teaching and learning, adjusting pedagogy, and engaging with their communities in ways that speak directly to the decolonisation agenda. Across the faculties, research was a key area in which the decolonisation project continues to be expressed, with a number of faculties indicating that staff and postgraduate student research into decolonisation in their disciplines, in time, will feed into undergraduate teaching, ensuring that the curricula are underpinned by solid research.

Several workshops were held by faculties and other divisions on incorporating decolonisation into teaching and learning. A report on all these activities was submitted to the relevant governance structures.

African Insights module

In response to the question as to whether our students are familiar with intellectual, cultural, sociopolitical and literary traditions and practices in Africa, the African Insights module was launched in 2017. The module has a broad and dynamic focus, and is a gateway to the rich intellectual and creative African traditions and practices, to the great works of African literature and to the progressive democratic ideals of the Freedom Charter and the South African Constitution. The module allows first-year students to deepen their understanding of 'Africa/n', by focusing on complex understandings of culture, identity and the challenges of globalisation faced by societies in contemporary Africa. This NQF Level 5 (15-credit) module is compulsory for all first-time entering, first-year UJ students, and is offered in both semesters. During 2017, a total of 1 439 first-year students completed the module successfully; in 2018, this grew to 9 084 students of the 20 527 UJ students enrolled for the African Insights module, which amounts to a 44,3% completion rate.

UJ Winter School

UJ hosted its fourth successful 'Enriching Minds' Winter School during the first week of the University's two-week enrichment period, from 10-12 July 2018. More than 80% of students who attended the Winter School indicated that they found the programme enriching. For 2019, the UJ Winter School focus is on the Fourth Industrial Revolution.

Quality reviews and new programmes

UJ pays close attention to curricula, both in terms of constantly promoting the quality of its programmes and facilitation, and in terms of ensuring that curricula remain relevant and respond both to developments in the disciplines and to stakeholder needs. The strategic focus of quality promotion is to conduct reviews, finalise reports and work with units that have been reviewed to develop improvement plans. A new approach to programme review for the University was conceptualised, adopting a developmental approach and building capacity in respect of programme review and programme development; this was piloted with nine programmes and will be finalised in 2019. Seven programme reviews were completed, and nine new programme reviews commenced in 2018.

A UJ Register of Professional Board Accreditation was developed. The following accreditations were received by UJ: Full accreditation from the CHE's National Review of the LLB; 22 programmes from the Engineering Council of South Africa (ECSA); from the Commission for the Accreditation of Programmes in Applied and Clinical Sociology for BA Honours in Sociology; six programmes accredited by the Health Professions Council of Southern Africa (HPCSA); two programmes by the Allied Health Professionals Council of South Africa (AHPCSA); one programme by the South African Council for the Architectural Profession (SACAP); two programmes by the South African Council for Planners (SACPLAN); two programmes by the SAGC (South African Geomatics Council ? formerly PLATO); and three BSc programmes by the British Computer Society.

There are still concerns with the delays experienced with the external approval processes. Currently, as it stands, it can take between 18 to 36 months for finalisation of DHET, CHE and SAQA approvals.



Blended learning and teaching at UJ

Progress with regard to teaching and learning in the digital age has been rapid. In 2018, 11 705 undergraduate UJ students completed the online Student Technology Use Survey. The analysis showed that UJ students are increasingly digitally literate (having digital knowledge and skills) and fluent (moving between devices and platforms). Overall, the average device ownership was higher in 2018 than in 2017, with 98% of students reporting that they own at least one of the following devices: a smartphone, a tablet, a laptop, or a desktop. The use of Blackboard (Bb) for online assessments is high (80%). Lecturers also use the Bb Grade Centre to display results (91% of students reported viewing their results on Bb). Using the Learning Management System (LMS) for collaborative activities is increasing, with 46% reporting they have used a discussion tool (Wikis, blogs, journals) to interact or work with classmates. Some 'flipped classroom' activities are taking place – 28% said that they had a lecture that was substituted by an online video or audio lecture; 66% have completed a test or assessment outside a formal UJ venue; and 73% have been given a real-world problem to solve in an assignment or assessment.

Combining data from staff and student surveys, and the Bb tool use analysis, it is evident that at least 760 of the current 2 514 modules on Blackboard are blended. The 2018 online Teaching with Technology Survey confirmed that there is a significant expansion in technology use for teaching. In 2018, 92% of all undergraduate modules (a 10% increase from 2017) were on Blackboard, an essential step for a blended learning approach. Data from the use of Blackboard tools indicate that lecturers are using the LMS for much more than information sharing and communication. The use of online assessments, rubrics for marking, the grade centre, collaborative group assignments, and discussion tools has increased significantly over the past three years, particularly in 2018.

During the 2018 First Year Seminar (FYS), staff from the Centre for Academic Technologies saw over 4 000 first-year students across all campuses for a general introduction to the UJ online environment, e.g. uLink, Wi-Fi connectivity and password reset; a focus on apps for learning, e.g. Blackboard and JoziFreeWiFi; a hands-on introduction to Blackboard and the 2018 FYS Bb module; and where to find help for any e-learning related questions. During 2018, the uLink functionality was increased, and features, such as links to miEbooks, added to ensure that students can download their e-books. Regarding uLink use, there were over 10 million individual logins in 2018; during the core ten academic months in 2018, uLink had approximately 40 000 daily individual student logins. The module registration process on Blackboard was partially automated for 2018. In 2018, there were over six million individual logins to Blackboard.

The CAT Lab (UJ's Teaching and Learning Innovation Laboratory) has been fully functional since 2017, with three permanent staff members and three student interns. During the 2018 academic year, the Lab produced various digital artefacts, including interactive teaching and learning objects, videos with green screening, and interactive PowerPoint templates.

Online programmes portfolio 2018

The University is firmly committed to breaking new ground on the frontiers of learning innovation, with particular emphasis on the use of our online capabilities to enable real-time, anywhere-in-the-world teaching and learning. The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in October 2017, with the launch of two Master's programmes in Information and Communication Technology in Education, and in Public Health. In partnership with Higher Education Partnerships SA (HEPSA), UJ launched its second batch of 100% online programmes in 2018, attracting steadily increasing numbers of registrations.

The first quarter of the year saw roll-out of another two master's programmes: Master of Public Management and Governance, and the Master in Educational Management, followed by three undergraduate programmes in the second half of 2018: Bachelor of Commerce in International Accounting, Bachelor in Human Resource Management, and the Advanced Diploma in Financial Markets. The module registrations per programme increased with each of the six (D1-D6) intakes through the year, and after the closing of registrations for the

D6 intake on 24 October 2018, the module registrations for the seven programmes amounted to 398 students. Through this shift to online learning, UJ is contributing to creating a generation of globally connected and fully enabled global citizens. Moreover, it is serving the needs of an adaptable, sustainable, knowledge-based economy, which plays a major role in nurturing a democratic, diverse, and inclusive society. Indeed, this is an exciting time, and our online programmes will undoubtedly have a decisive impact on the development needs of our country and our continent.

Tablets and e-textbooks

2018 was the fourth year of distributing iPads to qualifying NSFAS first-year students, with a total of 2 500 iPads and 500 Lenovos handed out. All students received basic instructions on how to use the iPad. A streamlined process for iPad distribution was put in place: sourcing of an accurate first-time list of eligible students from Student Finance, followed by notification by bulk SMS and email, as well as a pop-up on uLink, to alert students that they are eligible for an iPad.

In 2018, UJ made R18 million available for e-textbooks to first-year students across faculties. A total of 48 000 module enrolments qualified to receive 61 different e-textbooks. Publishers have indicated that UJ's e-textbook project involved the most downloads of all academic e-textbooks in South Africa.

Student success strategy

2018 saw the first full implementation of the Integrated Student Success Initiative (ISSI). ISSI aims to have an impact on student success at UJ, in terms of module pass rate, degree completion rate and the dropout rate. The initiative includes a data-informed process that focuses UJ resources on the 20% of modules, identified by the UJ Priority Module Index, in which most funded credits were lost during the previous academic year. The interventions involved active engagement with the lecturers of 86 modules. The initial evaluation of the impact of the ISSI yielded encouraging results. There is a correlation between actual intervention activity and student performance, with the modules classified as having had active interventions showing an average 7% improvement in their module pass rates. The successful Intensive Revision Programme (IRP) also continued during 2018 and was in many instances incorporated into the ISSI planning regime.

During 2018, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) programmes continued to strengthen their contributions, by means of a re-focusing of the UJ FYE/SSE initiative. The leading role of the UJ FYE projects in South Africa was once again recognised through invitations to contribute to FYE projects at other universities, and by contributions to FYE conferences. A further associated intervention is the UJ English Language Programme (UJELP) – conceived as a means of assisting international students in adapting to the demands of using English for academic purposes, and in its new guise providing varied levels of support to these students.

UJ's UJenius Club encourages undergraduate students to strive for academic excellence, while offering a variety of intellectual, social, professional and career development opportunities. Since 2012, the UJenius Club has celebrated the best and brightest young minds who, despite taking a full load of modules, have achieved an annual average of 75% with no module below 70% in the year preceding their membership. In 2018, 561 students were accepted into the UJenius Club.

Student success is also a function of the psychological wellbeing of students, which is catered for through the Centre for Psychological Services and Career Development (PsyCaD). There was a significant increase in the number of individual students requesting counselling services, from 11 889 in 2017, to 13 327 in 2018. These figures indicate not only an increasing need for counselling, but also an increase in the severity of psycho-social problems. Given the increased demand, PsyCaD is constantly finding more innovative ways to assist students. One of these has been to use the UJ Blackboard LMS as a platform for engaging with students, by means of a uLink module on Blackboard.



Academic staff development

The Centre for Academic Staff Development (ASD) has focused on strengthening academic development in line with changes in the higher education environment, especially in relation to teaching and learning. Nineteen workshops were held in 2018, with 454 academics participating in the training interventions offered by the ASD in 2018. Tutor training has continued to differentiate between levels of tutoring experience, with 730 new tutors, 228 experienced tutors, 54 super-experienced tutors and 55 senior tutors being trained. A total of 1 081 teaching evaluations and 514 module evaluations were completed, after a decision was taken by the MEC in 2018 that all first-year modules must be evaluated. In 2018, Blue by eXplorance, an online evaluation tool, was piloted in the College of Business and Economics (CBE). The Blue system will be implemented in 2019.

UJ hosted the first Teaching and Learning Symposium on 26 September 2018, which showcased innovative teaching practices. The promotion of the Scholarship of Teaching and Learning (SoTL) is a key focus area and is supported through the Teaching Innovation Fund (TIF). In 2018, R500 000 was distributed to 11 innovative teaching and learning projects. The majority of the projects involved the use of technology to enhance the teaching and learning experience of students.

Internationalisation

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaboration involving research, and student and staff mobility.

In 2018, growth was realised on all targets. Particularly significant to 2018 was the continued work with Times Higher Education, U21 and BRICS networks to further elevate UJ's global reputation, while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa. International academic and research staff headcount rose to 16,93% of the total academic and research staff.

International student recruitment drives were conducted in 20 countries: UJ registered 1 250 postgraduate students and 2 372 undergraduate students. A five-day turnaround time from receiving an application to finalisation was enforced, but timeous issue of student visas remained a daunting challenge for prospective undergraduate students.

UJ is represented on numerous international associations and recruitment platforms; as a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ has joined some of the best universities in the world (including U21 partners) on the digital marketing platform, Keystone Academic Solutions, to market all our postgraduate programmes. The current targeted digital marketing platform will be enhanced shortly by SmartEngage, to allow for real-time engagements with prospective students across the globe and specifically in countries and cities where we are otherwise not able to have a physical recruitment presence.

By December 2018, 391 inbound and 1 176 outbound mobility had been reached, far exceeding the target of 960. Engagement with International Student Exchange Programs (ISEP) continued, and new activity with Study Abroad to Africa increased in the area of short-term mobility and internships. The University's membership of Universitas 21 has provided multiple opportunities for outbound student mobility in terms of short learning programmes; in 2018, a total of 40 students participated in various programmes globally.

Executive Leadership visits to Nanjing Tech University, the Hanban/Confucius Institute Headquarters in China, and Nanyang Technological University (NTU), Singapore, were successfully concluded. The visit included the signing of a Joint Degree Agreement between UJ and Nanjing Tech University and discussions with Hanban to enhance the UJ Confucius Institute into a model institute. Over 25 delegations were hosted, including the

Embassy of Germany and a Vice-Minister from the Ministry of Science and Technology, China.

The follow-up visit of Prof Wole Soyinka (Distinguished Visiting Professor) took place in May 2018, with Prof Soyinka delivering a 'Teaching Masterclass', a book launch to commemorate *55yrs after Makerere*, and the second part of his lecture titled 'A long walk to Mandeland'.

Global recognition and university rankings

Interest in the performance of higher education worldwide has rocketed since the publication of the first global ranking of universities, the Academic Ranking of World Universities (ARWU). The last decade has seen a proliferation in the number and scope of university ranking systems, but they remain imperfect instruments to assess university performance and are widely and frequently criticised for the methods they employ. The University is well aware of these limitations and consequently approaches rankings with measured circumspection. It takes the position that it should not be driven by ranking systems and their criteria, but continues to strive for excellence by pursuing a research agenda that is nationally relevant and internationally significant and providing the best possible teaching and learning opportunities for its students and staff. However, UJ welcomes the fact that it still receives international recognition for its accomplishments in various ranking systems, as it is a by-product and reflection of the mammoth work that the University is undertaking in attaining national and global academic excellence.

The University retained its position in the 601-800 band for the third year running in the World University Rankings (WUR), placing joint fifth in South Africa along with the University of Pretoria (UP) and the University of the Western Cape (UWC). For the QS WUR, the University climbed for the first time in its six years of participation from the 601-650 band to the 551-560 band, moving up one notch from fifth into fourth place. The University was the only South African university that bettered its position, improving its global rank position in each of the six criteria. Notably, the University climbed 60 places from a rank of 457 to a rank of 397 in the BGUR, breaking into the Top 400 in the world. This marks the University's fourth appearance in this ranking and the first time the University has appeared in the Top 400 of any global ranking system. The University was ranked fifth in the country, moving up one position from sixth. This upward trajectory was repeated for both URAP and CWUR, with the University rising 28 positions from a rank of 655 to a rank of 627, and 161 places from a rank of 951 to a rank of 790, respectively.

In the regional ranking systems, the University climbed 49 places from a rank of 141 to a rank of 92 in its second appearance in the THE EEUR, placing sixth nationally. The University retained its fifth spot in the country and maintained its position among the Top 100 in QS BRICS at a rank of 61, a three-place drop from a rank of 58, despite improving markedly across the board in each of the eight criteria.

As a challenger and rising university aged under fifty years, the University has prominence in the age-specific ranking systems, THE YUR and QS Under 50, moving up 25 places from the 151-200 band to the 101-150 band, and 12 places from the 91-100 band to the 81-90 band, respectively.

The University also attained global ranking positions in an array of subjects for the various subject ranking systems as follows:

Ranked in four subjects for the QS Subject Rankings:

- Top 100 placement in 51-100 band for Development Studies
- Top 200 placement in 151-200 band for Geography
- Top 300 placements in 251-300 bands for Law, and English Language and Literature.

Ranked in ten of the eleven subjects for the THE Subject Rankings, with debuts in five of those subjects:

- Top 151 placement in 151+ band for Law (debut)
- Top 400 placements in 301-400 bands for Psychology (debut), Education (debut), Social Sciences, and Arts and Humanities



- Top 500 placements in 401-500 bands for Business and Economics (debut), Physical Sciences, and Engineering and Technology
- Top 600 placements in 501-600 bands for Computer Science (debut), and Clinical, Pre-Clinical and Health.

Ranked in seven subjects for the Global Ranking of Academic Subjects (GRAS, from the same ranking agency that produces the Shanghai Rankings):

- Top 20 placement for Hospitality and Tourism Management – a climb of 14 places from a rank of 34, and ranked first nationally
- Top 150 placement in 101-150 band for Sociology – the only South African university ranked
- Top 300 placements in 201-300 band for Communication, Political Sciences, and Earth Sciences
- Top 400 placements in 301-400 band for Physics, and Education.

Ranked in three subjects for the BGUR Subject Rankings:

- Ranked 310th for Social Sciences and Public Health – a climb of 62 places from a rank of 372
- Ranked 319th for Physics
- Ranked 339th for Chemistry – a climb of 167 places from a rank of 506, and ranked first nationally.

In 2018, the University further elected to participate in the pilot of THE's new innovation and impact rankings project, THE University Impact Rankings, centered on the UN's sustainable development goals (SDGs). The University embarked on this data collection effort in December 2018, amassing data, information and supporting evidence for a few of the SDGs, a considerable undertaking, which involved institution-wide collaboration with faculties and support divisions.

While research is of prime importance in university rankings, UJ has also shone in the newly introduced Global Teaching Excellence Award (GTEA), where, for the second year running, it was the only university in Africa selected as one of the 17 finalists. This global award recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence. The UJ application was viewed to be of such high quality that feedback was solicited from the University on the process and criteria used to adjudicate.

UJ structures – responding to changing needs

Office of the General Counsel

This Office was established at the start of 2016, in the context of the #FeesMustFall and #OutsourcingMustFall movements, and its activities in 2016 were primarily focused on these challenges. 2017 saw a substantial change in the matters to which the Office attended, towards business transactions, educational affairs, contracts and litigation. In 2018, the initial focus was on UJ's property holdings, but shifted increasingly towards UJ's commercialisation domain. Regular advice was given on complex legal issues in the University Property Management Office. Legal advice on 1 195 new contracts (compared to 943 in 2017; 543 in 2016) was provided and 377 contracts were revised (compared to 550 in 2017; 356 in 2016) during 2018. There was a marked increase in contracts submitted to the OGC for vetting, following the discovery of irregularities in the University's commercialisation domain. The Management Executive Committee approved the Contract Development Policy and the associated Standard Operating Procedures. The objectives of the policy are, among others, to improve corporate governance practices; reduce the legal, reputational and financial risks associated with the conclusion of contracts; address adverse internal audit findings regarding the conclusion of contracts on behalf of the University; and take lessons on board, which were learnt during costly litigation proceedings pertaining to contracts over the years. There was also an increase in providing legal advice relating to the Companies Act of 2008 for the commercial entities in which UJ holds shares.

Further consolidation of the College of Business and Economics

The College of Business and Economics, established on 1 July 2017 through the merger of the Faculty of Management and the Faculty of Economic and Financial Sciences, continued to make excellent progress. The College serves approximately 20 000 full-time students and a further 7 000 students enrolled in Continuing



Education Programmes. The Johannesburg Business School (JBS), also established in 2017 and purposed to be a Pan-African Business School with a global mind-set, hosted a range of executive education programmes themed on 4IR and a range of customised corporate programmes. The Centre for African Business was also established within the JBS. JBS will introduce the UJ MBA in 2020, and a Postgraduate Diploma (Business Acceleration) that articulates into the MBA is under way.

An optimal work environment for all staff

Insourcing of staff

UJ completed the insourcing process, in terms of the commitment made by Council in November 2015, on 1 April 2017. During 2018, employment relations related matters regarding insourced employees remained somewhat problematic, and several initiatives were launched to align behaviours in terms of UJ's institutional values. Following some dissatisfaction with the benefits received from the original health insurance scheme, from 1 October 2018, insourced employees were transferred to Umvuso Medical Scheme.

The ratio of academic and research staff to support staff

The ratio of academic and research staff to support staff had been impacted significantly with the insourcing of support staff, and increased in 2017 to 1:2.67. A moratorium on the appointment of support staff outside the academic environment was applied, to ensure strategic resource allocation, and as a result, the number of support staff decreased from 3 164 to 3 123 during the year. The academic and research workforce, on the other hand, increased by 2,59% in 2016, 2,42% in 2017, and 1,61% in 2018, year on year. By year-end the ratio of support to academic staff had improved somewhat to 1:2.5.

Optimisation of recruitment process

The Recruitment Optimisation Project, one of the key initiatives mandated by the Management Executive Committee, saw policy and processes reviewed and re-drafted in collaboration with divisional and faculty leadership as well as in partnership with the University leadership. Policy and processes, including panel composition and qualifications frameworks, were amended to achieve standardisation, efficiency, and flexibility, and were approved by the MEC in October 2018 for implementation in 2019.

Temporary staff processes

Following an audit of the Online Temporary Appointment and Claims System (OTACS), the new Temporary and Fixed-term Employees Policy was developed, to minimise risks and to provide guidelines to the UJ community. Critical focus areas were the approval hierarchy, training of users and the minimisation of paperwork when appointing temporary employees.

Transformation initiatives within the staffing domain

The 2016 Culture Survey results indicated that across our University, UJ staff feel a strong connection to the University and to academic life in general. However, the UJ community identified areas where there was a need for greater focus, improvement and effort. To address this, in 2017, the Transformation Unit worked with many environments to unpack the results of the 2016 Survey. Interventions were done in some areas to address issues that had been identified.

In 2018, the Management Executive Committee (MEC) requested that a dipstick survey be conducted within the six environments that had shown the lowest scores during 2016, to determine their current state. The design of the short survey was done in collaboration with JvR Psychological Consulting, and in consultation with the internal stakeholders. The survey was conducted during September 2018. Preliminary reports were submitted in October 2018. A comparative analysis indicated improvements since the Culture Surveys done in 2014 and 2016: improvements were clear in five of the six environments. Final reports were generated and feedback was provided to the ELG members concerned. The Transformation Unit facilitated interventions in several divisions and faculties, assisting them in improving aspects that had been highlighted through the Culture Survey



unpacking sessions.

Support for women working at UJ and the promotion of gender equality have become important topics, with a new focus on the possible provision of day care facilities for staff and students. UJ is now engaged in running the third cohort of the UJ Women Leadership Development Programme (UJWLDP). The 20 participants in the 2017-2018 cohort completed the formal programme at the end of February 2018; a third cohort began their programme in July 2018, the group comprising nine women academics and ten women from various support services departments.

To enable UJ's strategic objectives and advance the transformation agenda, staff awareness was promoted of projects of the Department of Higher Education and Training (DHET) and Universities South Africa (USAf), by celebrating significant days/events to enhance social cohesion and inclusion and human rights. Significant days commemorated included International Mother Language Day, Human Rights Day, and Freedom Day, with cross-functioning programmes involving staff and students. UJ also celebrated Staff Day and Diversity Month, the latter with a conversation on the theme: 'The paradox of father absence and presence in contemporary and historical SA'.

Progress in achieving EE targets is monitored on a quarterly basis and submitted to various oversight governance committees: the Institutional Forum (IF), the Management Executive Committee (MEC), as well as the Human Resources and Social Ethics Committee of Council (HRSEC). The focus on achieving a more representative academic workforce yielded good results, with a number of equity targets achieved as follows: the black academic and research staff component increased from 33,69% in 2013 to 44,4% in 2018; female academic and research staff increased from 44,33% in 2013 to 48,71% in 2018; while international academic and research staff increased from 11,52% in 2013 to 16,93%. Although the target for female associate professors and professors was not achieved, a notable increase from 33,78% in 2013 to 37,63% in 2018 was realised. The number of academic and research staff with doctoral degrees also increased from 35% to 48,46% over a five-year period.

Staff turnover remains a concern, but proactive measures are in place to keep the turnover below 7%, and in 2018, a 5% turnover was achieved.

The attraction and retention of people with disabilities remain a challenge. The UJ target of 1,5% was not achieved, with an overall outcome of 1,03%, a slight increase on 2017. The national proposed minimum target of 2% is not in immediate reach.

Accelerating transformation of the academic staff profile

The University introduced the Accelerated Academic Mentorship Programme (AAMP) in July 2015, the purpose of which is to provide career development opportunities, focused interventions and support, with the goal of giving stimulus to the transformation of the academic staff profile. In 2018, there were a total of 285 AAMP candidates over the three levels, of whom 65% were designated candidates in terms of race and 58% were female. A total of 85 applications across the three levels received funding in 2018 in the form of teaching relief, conference attendance (nationally and internationally), assistance in completion of publications and pursuit of international collaborations, especially in terms of research. Fifteen Level 1 participants completed and received results for their PhD, while a further eight participants are awaiting examination results. Twenty-eight participants were promoted in 2018.

Transformation of the staff profile was also furthered by means of DHET's New Generation Academic Programme (nGAP) programme. In 2018, DHET awarded UJ five new nGAP posts for Chemical Engineering Technology, Environmental Health, Physiology (Zoology), Plant Physiology (Botany), and Powder Metallurgy. Four out of the five posts have been filled, the fifth post is currently in the final stages of being filled. In December 2018, the University submitted seven applications for nGAP Phase 5.

UJ received an unqualified audit for the 2017/2018 nGAP audit report. On 10 October 2018, DHET visited UJ, where they engaged with HODs and the mentors. DHET complimented the University on the management and



administration of the programme, as well as on the progress of the nGAP scholars.

As a further means of accelerating transformation of the academic cohort and of developing the next generation of academics, UJ's Assistant Lecturer Programme was introduced. The goal is to gradually migrate assistant lecturers into permanent posts as these become available. A total of 80 assistant lecturers were appointed in 2018. Since the inception of the programme, 28 assistant lecturers have been appointed into full-time positions at UJ. As of 1 December 2018, 57 assistant lecturers were still employed by the University, and applications were being processed to fill 18 positions where contracts had expired.

Promotion of health and wellness for staff

Together, the Employee Wellness Unit and the Occupational Health Practice promote, improve and optimise the health, wellbeing and high performance of UJ staff members. Regular medical surveillance and health risk assessments are carried out for employees whose duties may put them at risk; and wellness information sessions and campaigns are held.

An optimal learning environment and student experience

Ensuring that students can learn optimally requires, first and foremost, adequate accommodation and adequate food. UJ goes to great lengths to ensure that these needs are met as fully as possible.

On-campus residence accommodation remains under pressure, both in terms of availability (UJ has 6 643 student beds available on campus), and compliance with the DHET gazetted norms and standards with regard to the provision of student accommodation. Residence refurbishment and upgrade remains an ongoing project. Work on the third Soweto Campus residence progressed well, and is on target for completion in June/July 2019. Resources have been allocated for another residence (Soweto 4) and work will commence during 2019, which will add another 1 000 student beds to the capacity on Soweto Campus on completion of both residences. Tenders for 13 residence refurbishment projects, totaling R24 million, were awarded, with implementation during the November 2018 to January 2019 recess period.

With many students needing to reside off campus, close attention was paid to the monitoring of privately owned student accommodation (POSA). In 2018, 18 057 students were resident in POSA buildings. Following on the development of the new POSA Policy, the accreditation process of POSA for 2018 improved noticeably, and the University experienced minimal deviations from the policy.

The target set by the Admissions and Placement Policy regarding the accommodation of first-year students within University residences was met: first-year students accounted for 35% of the total number in residences, an improvement on the 31% in 2017. Postgraduate students occupied 11% of the beds, and international students accounted for 8% (540 students) of the total number of students in UJ residences. Provision was also made for a number of students living with various disabilities.

Addressing student hunger remains an ongoing challenge. In 2018, and in partnership with Gift of the Givers, 16 000 students benefited from the Student Meal Assistance Programme, receiving two cooked meals a day for 273 days. In addition to these cooked meals, a further 500 students benefited from monthly meal packs provided by Tiger Brands.

Student health and wellness is another key concern. Primary Healthcare clinics are available to students on all campuses, with over 25 000 consultations during the year. Of particular importance to students are services focusing on reproductive health, sexually transmitted infections and HIV testing, with a substantial increase in the number of students testing, while prevalence rates were at 1,3%. For those testing positive, a care and support programme is available through the Institutional Office for HIV and AIDS (IOHA). A series of coordinated health promotions and campaigns was held during the year, addressing *inter alia* First-Things-First, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Balance your Life, and Future Beats.

Student safety, both on campus and its surrounds, also continued to receive considerable attention during 2018. The safe route project (safe routes outside of UJ campuses) implemented in 2017 had a positive impact on the decrease of crime, and was further addressed in 2018, in collaboration with local police stations.



The Student Leadership Programme for 2018 included the induction of house committees and of societies, a financial literacy programme for student leaders, and a leadership skills development programme for the Student Representative Council, themed 'Indaba with student leaders on values, leadership and the future', conducted by the Department of Higher Education and Training in June 2018. The 2019 SRC elections took place from 10 to 12 October 2018.

At UJ, student life involves more than solely study: students also grow as rounded persons and become aware of the need to contribute to the lives of others. Of significance over the past few years has become the Vice-Chancellor's Student Volunteer Programme, which seeks to involve students in community engagement. In 2018, the programme was aimed at promoting greater awareness about global responsible citizenship and the global sustainable development goals (SDGs). The target of 18 000 student volunteers for 2018, who would each contribute a minimum of 20 hours during the year, was exceeded, with the top 100 student volunteers being invited to the Vice-Chancellor's Imbizo Awards Ceremony. Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools. Through their faculties, many students are also involved in service learning as a component of their study programmes, which ensures that UJ graduates are responsible and socially engaged members of the community.

Further contributions to a rounded student experience are made through sport, and arts and culture. UJ Sport is classified in three tiers: mass participation, competitive performance, and high performance. Mass participation allows student-athletes to take part on a social level; competitive performance sees the student-athletes representing the University at local and provincial level; and high performance involves student participation at a national and international level. UJ Sport had a very successful year in 2018, with students winning a number of medals in international competitions. UJ Sport also focuses on sport for students with disabilities, also including international participation for top performers. At the same time, UJ Sport Scholarship Regulations and Varsity Sport Regulations prescribe that students may only represent UJ if they achieve 60 credits towards their studies. UJ Sport has introduced a programme of special academic support in partnership with the Division of Academic Development and Support, with academic advisors also available for one-on-one academic sessions. In this way, students were supported to achieve the necessary minimum pass rate, and 57 sports students graduated, while some went on to pursue further studies in honours and master's degrees.

UJ Arts & Culture also seeks to provide opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and encourage a positive lifelong relationship with the University. UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision on all four campuses. Facilities include the UJ Arts Centre located on the Auckland Park Kingsway Campus (APK) comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms; the Experimental Theatre Space also located on APK; the 150-seater Con Cowan Theatre and dance studios on the Auckland Park Bunting Road Campus (APB); and cultural offices on the Soweto and Doornfontein Campuses. Venues are both producing and receiving houses, in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. All events (both internal and external) are offered to students, either free of charge or at a significantly reduced rate.

In 2018, UJ Arts & Culture presented a robust creative programme offering free access to informal arts education to 416 students on all four campuses. One of the Division's flagship projects was an interdisciplinary collaboration involving more than 300 second-year students from different departments in the Faculty of Art, Design and Architecture (FADA). During a two-week lecture series, entitled Theatre 101, students attended theatre design lectures and briefing sessions and then worked in groups to design various aspects of a play produced by the Division. The first edition, *African Gothic*, developed with FADA students in 2017, enjoyed a full professional run as part of the main programme at the National Arts Festival 2018, followed by a run at Joburg Theatre. The production was awarded nine Broadwayworld South Africa awards, with all the design aspects produced by FADA students being acknowledged. The follow-up production, *Kafka's Metamorphosis*, adapted for the stage by

Steven Berkoff, was produced and tested with the FADA students in 2018 and will enjoy a full run in 2019. Other opportunities presented during the year under review included weekly dance classes, drumming and poetry sessions, the presentation of a student theatre production, the UJ Choir, UniJoh Chorale on the Soweto Campus, and the UJ Jazz Band. The UJ Choir participated in the World Choir Games hosted in Tshwane and took gold in two categories.

Enhancements in student life-cycle management

UJ once again confirmed its leadership in the further development and use of online systems for the management of the student life cycle, ranging from applications through to graduations. In September 2018, the data system was upgraded from Adapt IT to Integrator 4.1, the latest available version.

The University again promoted the utilisation of the online application system by means of the No Application Fees Policy. The number of applicants utilising the online system has now stabilised at 96% over the past two years, following on the introduction of the No Application Fees Policy in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of applicants has continued to rise to 224 206 in 2018, compared to 204 584 in 2017 and 191 165 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a potential pool of applicants in case enrolment targets were not met.

To mitigate the risks related to late applications/walk-ins, the University did not allow any physical walk-ins during the week following the release of the Grade 12 results. A comprehensive communication campaign was launched to inform prospective applicants of the application process. Furthermore, a dedicated application enquiry system, accessible by means of mobile devices, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre. An online chat facility was also available. The online late enquiry system facilitated around 80 000 enquiries online and off site within a week.

During registration, given the potential for disruption, the comprehensive risk mitigation strategies put in place also saw an enhanced focus on online services. Only online off-site registrations were accepted. (Assisted on-site registrations decreased from 40% in 2015 to 15% in 2018.) More online services were introduced, e.g. appeals against academic exclusion and requests for special assessments. Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries. An extended call centre and online chat facility assisted with off-site registration. A student satisfaction rate of 86% was reached for registration.

More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. A student satisfaction rate of 89% was reached (compared to 86% in 2017). UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. In addition to the certification printing software installed in 2017, in 2018, the qualification verification functionality was activated, to allow alumni to securely authorise access to their certification documents electronically to third parties or prospective employers (free of charge). These additional features on the digital certificates system were received very positively.

Because of increasing disruption of graduation ceremonies by latecomers, management decided to implement strict measures and not allow any late arrivals during the September set of graduation ceremonies. To facilitate this, a strong communication campaign was launched and graduates were issued with electronic tickets to their ceremonies. Graduates could then share the electronic tickets with their guests in advance.

External auditors performed the annual compliance audit. No exceptions were recorded, as has been the status quo for a number of years now.



Monitoring student experience and employability

The quality of student experience inside and outside the classroom is increasingly important as an element influencing student choice of institution before enrolment, and student success after enrolment. UJ conducts annual student surveys measuring the level of student satisfaction with various aspects of their overall experience, and enables initiatives to be put in place to address concerns.

The Undergraduate Student Experience Survey was reviewed in 2017 and further refinements were made in 2018. The analysed data show that all the faculties were adequately represented. The questionnaire gathered valuable information on students' demographic background, their perceived experiences with lectures, lecturers, tutorials, tutors, learning outcomes and student support services. In general, the undergraduate students provided positive responses on the majority of the measured features of student and academic life.

One of the key aspects indicating student satisfaction is whether a student would choose the same institution at which to study again, having already had the experience of being a student at that institution. When respondents were asked to rate how likely they would be to choose to study at UJ again, 87% of them rated UJ a 6, or higher, out of 10, which is higher than 2017 and matches the highest level of student satisfaction with UJ to date. In 2018, the undergraduate students seemed to be the most satisfied with their lecturers and the Blackboard uLink service. Additionally, students felt safer on campus at night and felt more comfortable asking a question in class (when compared with 2017). However, student finance, transport and study space were areas less positively viewed, and the recent changes in national policy on NSFAS had created some confusion. Furthermore, students proposed increased practical application of learning materials and more opportunities to interact with prospective employers.

The annual Postgraduate Student Experience Survey on the supervisory (and programme-related) experiences of students was administered to all registered and completed master's and doctoral students (graduates who were awarded their qualifications in 2016, 2017 or 2018). As is the case with the undergraduate students, the postgraduates perceived their overall experience as positive. The report identified areas where supervisory practices could be refined. The overall reputation of UJ seems to be the main drawcard for prospective master's students. Doctoral respondents were studying at UJ mainly because of the reputation of their supervisors, about whom the majority (86,9%) expressed satisfaction.

The aim of the Graduate Employability Survey is to gather data and investigate UJ students' employability status. UJ students who were awarded their qualifications, (either a first qualification or an honours degree) in 2016, 2017 and 2018 were identified as the research group for this survey. Just over 58% of the response group was in some form of employment in 2018 (21,5% were unemployed and 20,3% were studying full time). Nearly 93% of those respondents who found employment did so within 12 months. Additionally, the findings show that having a job during university studies does add an advantage in shortening the time to find employment. The majority of graduates (68,4%) agreed that their studies had adequately prepared them for their working life.

Infrastructure for excellence in research and teaching and learning

The Information and Communications Technology (ICT) environment is constantly changing and being influenced by ever-evolving technology, and accordingly, ever-new opportunities arise for higher education. This situation is further complicated by the blurred lines between what our staff and students are exposed to and the pace and capability of our Information and Communication Services (ICS) Division to introduce these technological innovations and disruptors into our technology ecosystem.

In fulfilling its mandate regarding institutional initiatives, as well as 4IR requirements, concerns were the ageing infrastructure and lack of clear plans related to cyber security and strategy. These received due attention in the reporting year and will be fully implemented during 2019.

During 2018, a number of security tools were enhanced or added to the network. This has become necessary, especially with the increase in cyber and phishing attacks. Although laptops provide the freedom to work anywhere and anytime, this also enhances the risk of data breaches through lost or stolen devices. To manage this risk, Symantec Endpoint Encryption combines strong full-disk encryption with centralised management to



protect sensitive data.

Various systems and infrastructure upgrades ensured the latest versions for the ITS Student Management System, while the Electronic Submission of Assessments System was successfully piloted and implemented. Fibre upgrades at APK enhanced access, while Wi-Fi expansion and upgrades occurred on all campuses and areas, including libraries, lecture halls, open areas and student residences.

Eduroam, a secure, world-wide roaming service developed for the international education and research community, was made available on all four campuses at the libraries and student centres.

Finally, ICS embarked on an initiative to develop the Digital Transformation Strategy for the University of Johannesburg. This will position ICS as a strategic enabler that will energise UJ's growth in alignment to the 2025 Strategic Plan and to GES 4.0.

UJ's outstanding libraries remain key to our success in research and in teaching and learning, through their provision of sustainable access to information in electronic and print format, excellent client service, and innovative learning spaces. Under new leadership, there was a concerted focus on further strengthening the Library's leadership position in the field of library technologies and on embracing the challenges and innovations offered by the Fourth Industrial Revolution. A significant innovation has been the use of iPhones and the Mobile Worklist app for shelveys, to immediately identify missing or misshelved books. Further progress was made in blended learning and digital support for teaching and learning, and research. The Libguides, first introduced in 2015, are a platform for the faculty and information librarians to provide subject-specific guidance to students, or to create guides on specific topics; access to the Libguides has increased exponentially every year. In 2018, the usage of Libguides increased by 56% with 591 924 views as opposed to 379 285 in 2017. A significant increase in online training for undergraduate students by means of the Online Information Literacy module is allowing more time to be devoted to postgraduate students and their more complex needs. Postgraduate research students were supported through the Library Research Commons Spaces on each campus, and postgraduate research orientations and workshops.

The development of a strong collection of digital information sources remained a priority for the UJ Library as part of the UJ 2025 Vision. In 2017, 66% of the total collection was available in print format, while the total collection in electronic format comprised 34%. In 2018, this had moved to 57% in print and 43% electronic, with the longer-term goal of 40% print and 60% electronic.

Use of UJ's Institutional Repository (IR) increased significantly, further enhancing the visibility of UJ researchers.

Optimal campus facilities

All academic and support facilities need to be readily available, accessible, functional and safe. This encompassing goal involves maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, and student life.

2018 saw numerous projects completed on schedule, and largely below budget. Projects included new space development in the Qoboza/Klaaste Building on DFC, HVAC upgrades on APK and APB Campuses, residence refurbishments and renovations, and renovations in libraries and lecture venues. Priority projects for 2019 will include further residence refurbishments, the completion of the third residence on Soweto Campus, the replacement of the APK Library HVAC, the lecture venue upgrade project, waterproofing of UJ buildings, and further review of the Campus Master Plan and resulting initiatives.

A key goal in campus management and development is sustainability. UJ has committed itself to improving on its sustainable practices and its sustainability footprint in all of its activities at the University. This involves managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering a culture of responsible stewardship. There has been a growing commitment towards this goal, in all spheres of its campus activities. UJ firmly believes that sustainable development is a long-term



commitment, and aims to contribute to sustainability by reducing its environmental footprint, while enhancing its contributions to the social and economic development of South Africa.

The figures for 2018 show mixed results, with some notable reductions, but undoubtedly with ongoing attention still being required. As regards energy management, UJ's total carbon footprint for 2018, based on the energy consumption from various sources, was approximately 55 612 tons of CO₂ compared to 57 426 tons reported during 2017 – a decrease of about 3,16%.

During the same period, an electrical energy savings of 6,37% was achieved. This was against an 8% target as set for 2018.

Using water sparingly has become a necessity at UJ. Water savings achieved for 2018, compared to 2015, amounted to 15,02%. This was primarily achieved by ceasing all forms of daytime irrigation where municipal water was used. As far as possible, borehole water is used on all campuses for irrigation.

Various energy and water saving initiatives, which have been implemented and have started showing positive results, are the implementation of energy saving lights (LEDs), occupancy sensors, and the installation of heat pumps, energy efficient shower heads, load control ripple relays, and the harvesting of rain as well as borehole water for irrigation purposes.

As regards waste management, the percentage of recycled waste improved from 19,6% in 2017 to 22,54% in 2018.

Sound financial management and financial sustainability

Sound financial management is integral to ensuring optimal functioning of the University through provision of adequate resources, ensuring adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future. While the portfolio has faced some challenges during the year, including instability in leadership roles and the continued uncertainty about the university funding framework, major accomplishments were also achieved.

Our highlights during the year under review include the achievement of all our financial targets according to the institutional Annual Performance Plan, an increase in the number of NSFAS funded students, the significant amount raised for the UJ 'missing middle' fundraising campaign as well as improvements in the governance framework for commercialisation.

Financial review

Management accounts show the University has achieved an operating surplus of R391 million against a projected operating surplus of R4 million. The income generated during the year exceeded our budget by 9% (budget: R3.616 billion vs actual R3.940 billion), which is largely due to increased subsidies. Our actual expenses for the year were at 98% of budget (budget: R3.612 billion vs actual R3.549 billion). A large component of the saving is from vacant positions not filled during the year.

The comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary entities were satisfactory. After accounting for income from investments, including investments fair value (losses)/gains, and actuarial gains and losses on post-retirement benefits, the actual outcome was a surplus of R26 million (2017: R257 million). The decline is largely as a result of the poor performance of equity markets in the last quarter of 2018.

Our financial position remains strong with consolidated net assets of R5.7 billion (2017: R5.6 billion). The amount spent during the year on infrastructure developments was R245 million.

Student funding

As with other universities, we were able to increase our tuition and residence fees by 8% in 2018, as directed by the Minister. The grant provided by the state to fund the fee increase for students from households with annual

income below R600 000 assisted in managing the impact of the fee increase on our students and their families.

The number of our students funded by NSFAS also increased significantly during the year, resulting in alleviation of the cash flow pressures often created by low collection on student debt.

Despite the above interventions from the state, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid the registration fees of 3 718 students who would otherwise not have been able to study in 2018. This amount was further complemented by funds raised through the 'missing middle' campaign. Despite the notable decline in the number of external sponsors, this campaign still raised an astounding R197 million through the support of the Vice-Chancellor, University Council and Executive Leadership, as well as staff and alumni.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and 'missing middle' students.

Transformation

We invest a significant amount of effort in ensuring our procurement practices are aligned to best practices to ensure that the sourcing strategy accurately addresses UJ's context, ensures good value for money and contributes towards improving our B BBEE Scorecard. In 2018, UJ realised 91,84% of the qualifying B BBEE spend. An intervention has now been put in place to limit UJ spending to suppliers who are Level 1-4 B-BBEE. All suppliers who do not meet this criterion are put on a B BBEE Development Plan, to enable them to demonstrate to the University how they will improve their B BBEE Scorecard.

Commercialisation

During 2018, our efforts were focused on strengthening the governance of our commercial entities. This entailed restructuring and refocusing some of the entities, while others were exited. These entities contributed R68 million to the total revenue of the University.

Our revised governance framework has ensured increased transparency and accountability in this area and created opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead role in this area, to continue to excel in innovation.

Risk management

University risk management is an important function of financial governance and risks are under constant scrutiny. Identified risks are addressed and mitigated in a well-structured process throughout the University.

Major risks identified in 2018 were:

- Financial sustainability of the University, influenced by:
 - Inadequate funding for the 'missing middle' resulting in an increasing trend of non-payment of fees by this group of students.
 - Continued uncertainty around university fee increases into the future.
 - Increases in staffing costs resulting from the scarcity and high demand for qualified academic and professional staff, as well as the insourcing of the previously outsourced services and staff.
 - Ageing infrastructure.
 - Inadequate on-campus student housing.
 - Impact of the decline in the South African economy.
- Inefficiencies in NSFAS administration processes; these result in delayed communication of funding decisions and disbursement of allowances to students and expose the University to the risk of student protest.
- Regression in the University B-BBEE Scorecard.



Looking ahead

Our positive financial results have positioned the University well to ensure continued investment in our staff, students, infrastructure and systems, with the purpose to provide an empowering, world-class environment for our staff and students: an environment that will position our students and staff as leaders within the Fourth Industrial Revolution.

The UJ's GES 4.0 Strategy will involve, among others, multi-disciplinary programmes and research agendas around GES 4.0.

We will continue to focus on infrastructure, as key to a thriving environment for our staff and students. A key priority is student accommodation. With the support of the Department of Higher Education and Training, we are expanding our residence capacity on the Soweto Campus. The issue of safety in and out of our campuses will remain high priority.

We will continue reviewing our academic programmes to ensure relevancy and quality. Our extensive support to students will continue, particularly in order to deal with the problem of dropout rates.

We will continue expanding our research footprint, with the aim of increasing quantity, but more importantly, impact and quality.

We will also extend our international reach, bringing further international students and staff to UJ as well as taking UJ staff and students out into the world.

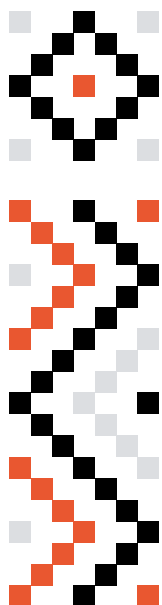
At the same time, cost containment and generating other streams of income will continue to be our focus to ensure the financial sustainability of the University in the long term.



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal





Report on the Annual Performance Plan 2018 of the University of Johannesburg

INTRODUCTION

The following report analyses progress made towards achieving the targets set in the 2018 UJ Annual Performance Plan (APP) for the full year, 1 January to 31 December 2018. Key performance indicators (KPIs) are grouped under the six major objectives that frame the UJ Strategic Plan 2025, and reference is made to the corresponding indicator in the Strategic Plan in brackets. The results for Quarters 1, 2, 3, and 4 are shown by means of a chart accompanied by a brief narrative explanation. For some indicators, outcomes are measured only once a year and these are reported on in this report. For output indicators (graduate and research), the complete data are available for the previous year (n-1) and not for the reporting year (n). For these indicators, there is often very little change across quarters, and where there is an alteration, it is usually a consequence of data corrections.

SUMMARY RESULTS

The outcomes for 23 indicators are now available, although the financial indicators are provisional until audited. Of 25 items (two indicators have subsections), the targets have been met for 23, and 22 of those are in excess of 102% of target, while one is almost on target, which is what is required for that indicator.

Some exceptional results for the year include the following:

KPI 1: Total postgraduate outputs (n-1)

The number of PG graduates for 2017 has exceeded the previous year's achievement and stands at 176 above target.

KPI 2: Percentage permanent and fixed-term academic staff with doctorates

The proportion of staff with doctoral qualifications increased markedly in Quarter 4 and now exceeds both the target and the ceiling.

KPI 3: Accredited research output units (n-1)

The number of DHET approved units at 1 741.41 is higher than both target and ceiling and exceeds the 2017 baseline by 2,4%.

KPI 4: Annual citations in Scopus (year n-2)

Citations for 2016 publications reached a staggering 12 006 by 14 December 2018, which is almost 70% more than the previous year. They continue to accumulate.



KPI 5: Enrolment profile by CESM category (SET) (18)

The target reflects the projection anticipated in the 2018 Enrolment Plan for this category, and the aim is not to exceed the target, but to achieve an outcome as close to the target as possible. With that objective in mind, achieving an outcome that is within 0,55% of the target is a highly satisfactory outcome.

KPI 6: Undergraduate output (n-1)

Graduating students from undergraduate programmes who completed the requirements for their qualifications in 2017 exceeded the target of 9 671 by 298, or 3,08%.

KPI 7: Percentage students completing three-year UG degrees in minimum time (n-1)

For the 2015 cohort, 38,1% succeeded in completing in minimum time, which is 1,1% above target. This is a far better outcome than for the 2014 cohort where only 35,3% completed in minimum time.

KPI 8: Programmes accredited for online learning (cumulative)

Twenty online programmes have now been fully accredited and this is higher than the ceiling set for this indicator.

KPI 9: Programme changes to address decolonisation

In total, 82 UG formal degree programmes out of a total of 123 have been changed, and this constitutes two-thirds of all UG formal degree programmes.

KPI 10: Number of international students

The number of international students far exceeded the ceiling by Quarter 4, partly as a result of a change in the coding of the data. Nonetheless, the goal of increasing the number of international students showed progress throughout the year.

KPI 12: Number of study abroad students

There has been considerable movement against this indicator since Quarter 1, and now both target and ceiling are significantly exceeded. However, these are primarily outbound UJ students.

KPI 13: Overall UG and PG student satisfaction

Aggregated outcomes of the Student Experience Surveys are well above the target of 80%.

KPI 14: Number of awards and prestigious recognition

A record number of 40 awards and forms of recognition have been recorded this year, which is an outstanding achievement. This is almost 43% more than in 2017.

KPI 15: Annual operating surplus/loss

With the current surplus standing at R391 million, the operating budget shows a surplus approximately six times higher than predicted for 2018.

KPI 17: Third-stream income (unencumbered)

Unencumbered third-stream income has been growing steadily and has now exceeded the target of R160 million by R37 million.

KPI 19: Percentage black permanent and fixed-term academic staff

The proportion of academic staff meeting the criteria for SA designated (black) staff now stands at 44,24%, exceeding target and ceiling set for this indicator.

KPI 21a: Number and percentage of black (SA) associate professors and professors

Both the target and ceiling for this item have been exceeded, with the proportion of black (SA) associate professors and professors reaching 20,92%. This is 2,22% above target and 2,92% above the level achieved at the end of 2017.

Two targets have not been met, KPI 21b and KPI 22. Despite an increase in the number of female professors and associate professors, the target (which is a proportion) has not been reached, as the number of professors and associate professors overall (i.e. the denominator) has increased as well.



The model for calculating the target for the reduction in the carbon footprint has been changed to include all possible contributing sources (such as the intercampus bus transport system, air travel and others), which has therefore meant that the target as previously established could not have been met.

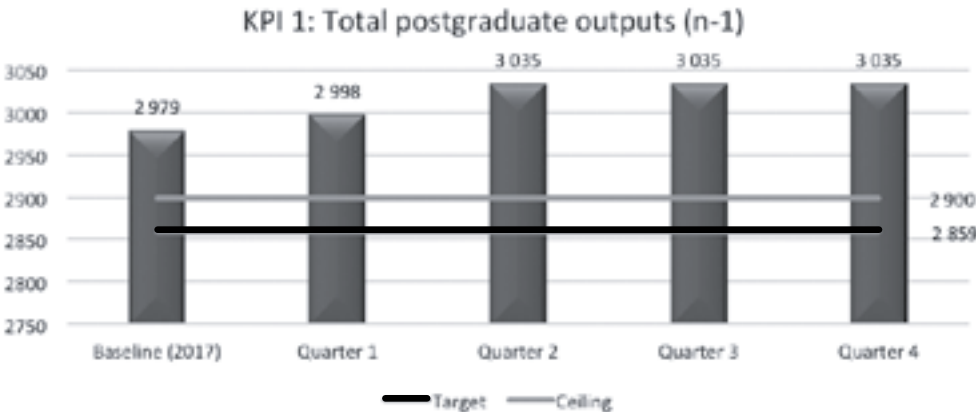
STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

Research and innovation

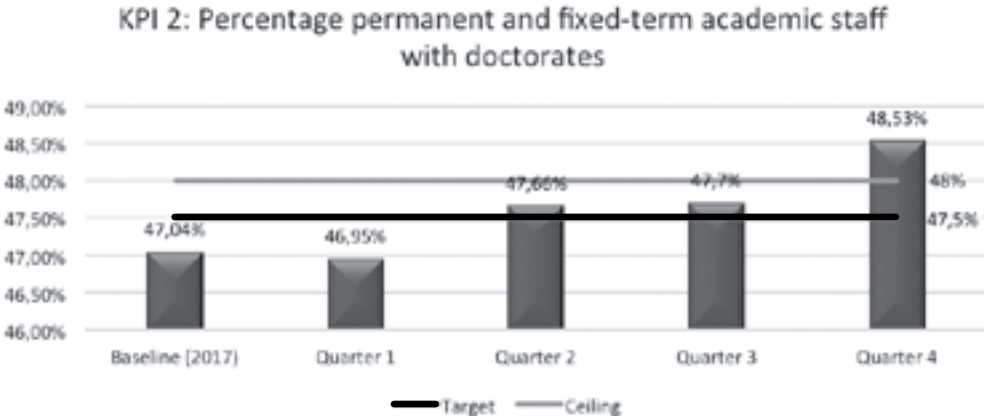
1. Total postgraduate outputs (n-1) (1)

The outcome for this indicator was determined in Quarter 2. It is an exceptional result as it comfortably exceeds the outcome achieved in the previous year, which was itself seen as unusually high. It comes about as a result of higher than anticipated graduate outputs in the PG below master's category.



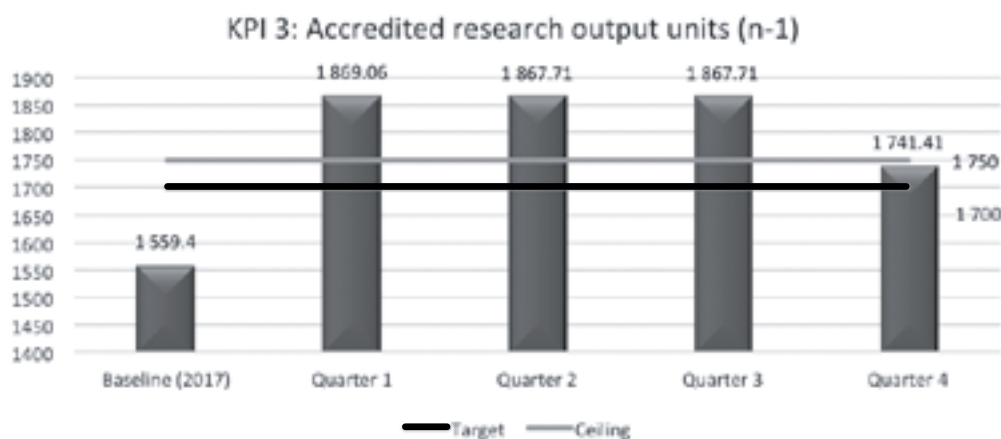
2. Percentage permanent and fixed-term academic staff with doctorates (81)

The proportion of staff with doctoral qualifications has increased markedly in Quarter 4 and now exceeds both the target and the ceiling. Numerically, this represents 50 more academic staff members with doctorates in an academic staff pool that has grown by 64.



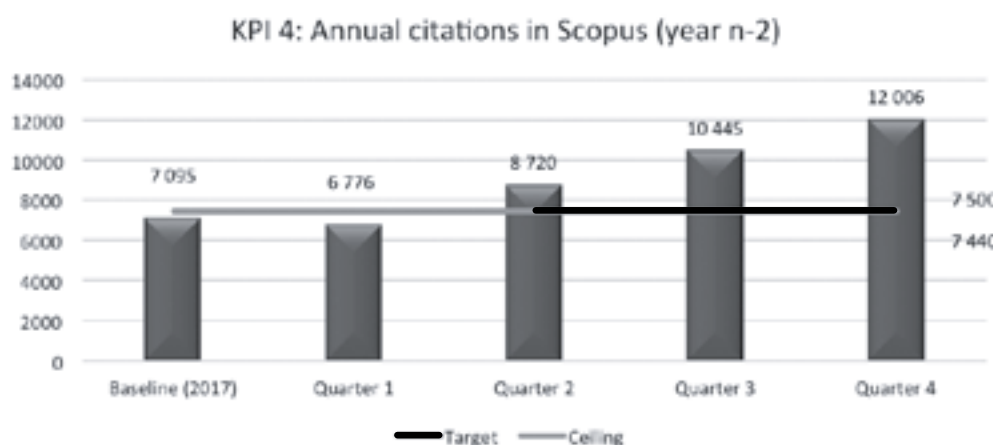
3. Accredited research output units (n-1) (3)

For this indicator, the accredited research output units for 2016 are used as the baseline, while the 2017 research outputs are reported in 2018. The numbers shown in Quarters 1 to 3 are submitted units to be assessed by DHET later in the year. Of these submitted units, 1 741.41 were accredited in Quarter 4, which is above the target and only slightly below the ceiling.



4. Annual citations in Scopus (year n-2) (7)

In 2018, the citations accrued for 2016 publications are tracked. This number increased dramatically from the 6 776 of Quarter 1, and at 12 006 in Quarter 4 (as of 15 December 2018), it comfortably exceeds the target and ceiling. Citations are an indication of the impact of the published research of UJ's academics.



STRATEGIC OBJECTIVE TWO:

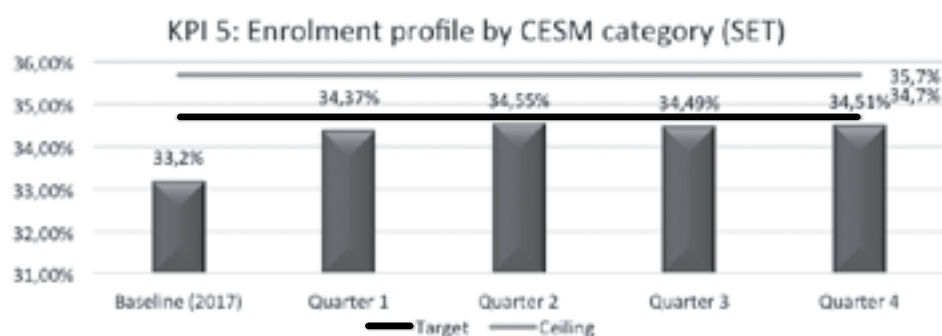
EXCELLENCE IN TEACHING AND LEARNING

Teaching and learning

5. Enrolment profile by CESM category (SET) (18)

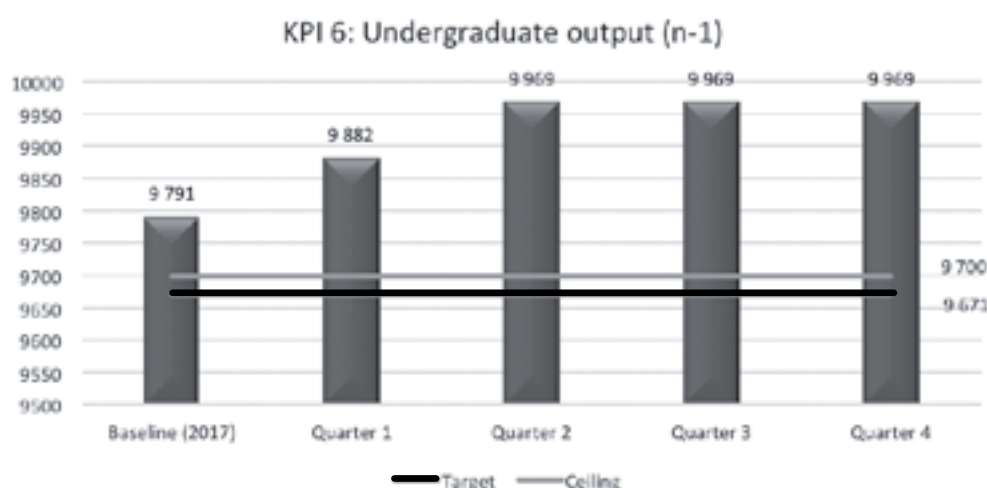
For this indicator, the proportion of students enrolled in science, engineering and technology (SET) programmes is tracked. This proportion has increased slightly from 34,49% in Quarter 3 to 34,51% in Quarter 4, remaining just below the target of 34,7%. The target reflects the projection anticipated in the 2018 enrolment plan for this category, and the aim is not to exceed the target, but to achieve an outcome as close to the target as possible. With that objective in mind, this is a highly satisfactory outcome.





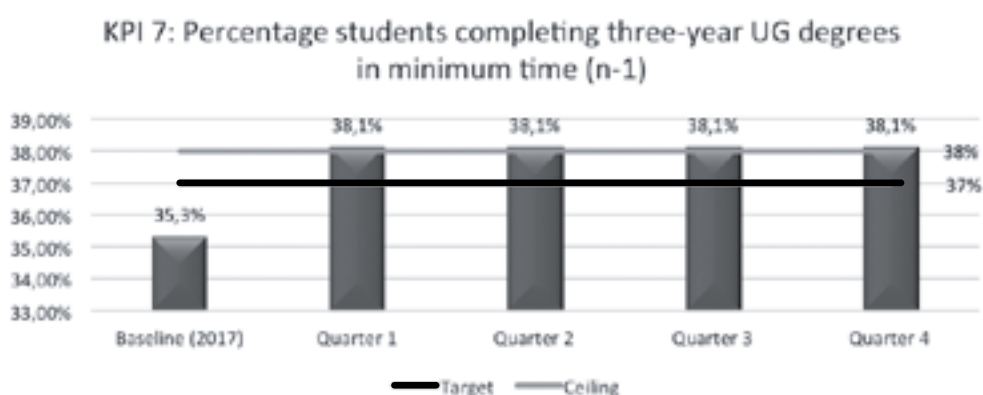
6. Undergraduate output (n-1) (40)

Undergraduate students who completed the requirements for their qualifications in 2017 and graduated have exceeded the target of 9 671 and the baseline of 9 791. This is a very pleasing outcome.



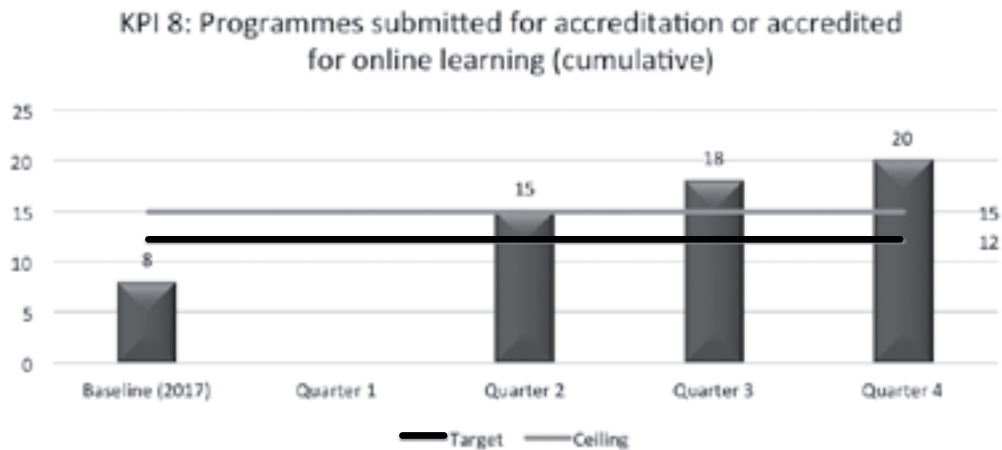
7. Percentage students completing three-year UG degrees in minimum time (n 1) (38)

The outcome for this indicator is based on data for the 2015 cohort of students registered for three-year degrees who completed their studies in 2017. Of this cohort, 38,1% succeeded in completing in minimum time, which is 1,1% above target. This is a far better outcome than for the 2014 cohort, where only 35,3% completed in minimum time.



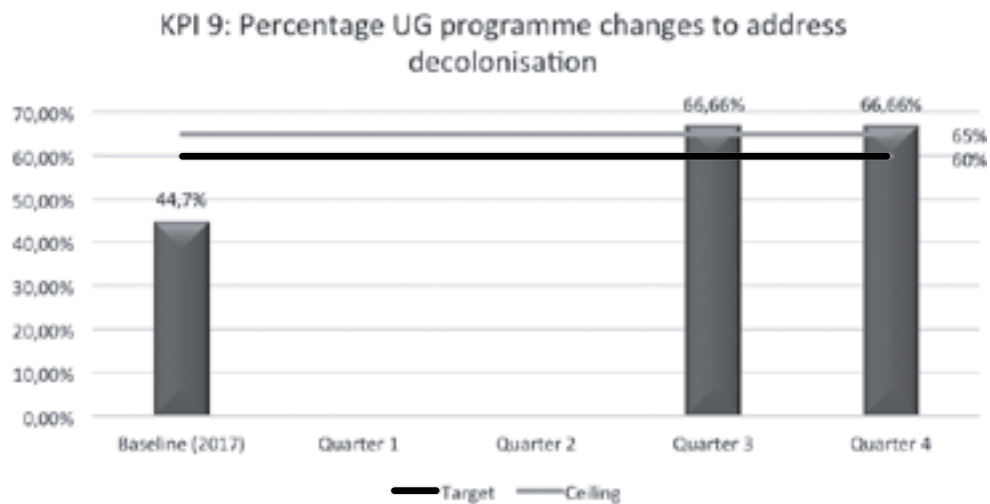
8. Programmes submitted for accreditation or accredited for online learning (cumulative)

This indicator has been re-phrased and tracks the cumulative total, building on the 2017 baseline of eight programmes. The target set is 12, but the ceiling of 15 was exceeded already in Quarter 3. The 18 online programmes recorded here have been fully accredited, and in Quarter 4, two more were accredited bringing the total to 20.



9. Percentage UG programme changes to address decolonisation (32)

The baseline for this indicator is 44,7% of the total number of UG formal degree programmes, and the target is to reach 60% with a 65% ceiling. The faculties reported on this at the end of August, and the analysis reveals that 82 UG formal degree programmes out of a total of 123 have been changed.



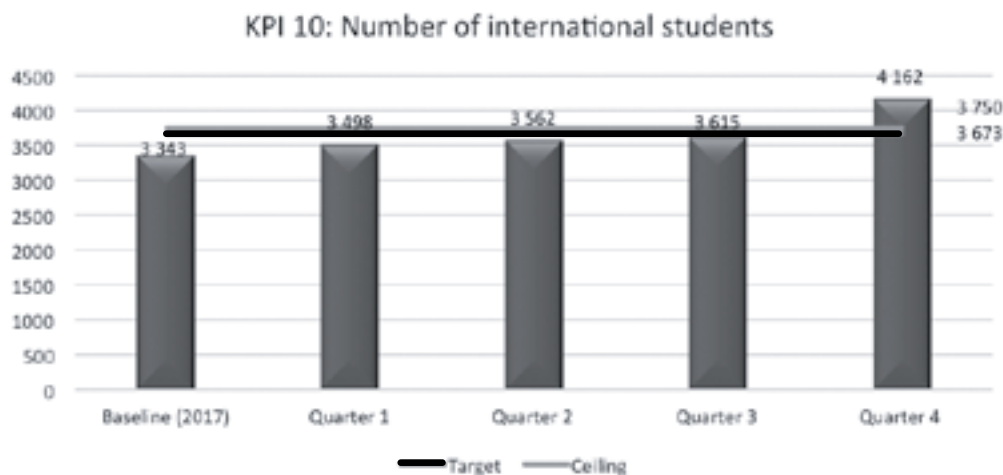
STRATEGIC OBJECTIVE THREE:

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

International profile

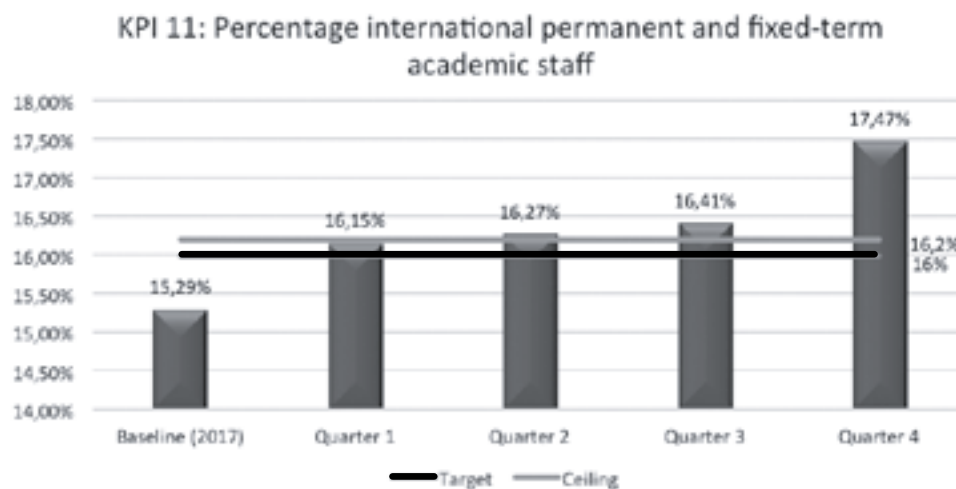
10. Number of international students (26)

The number of international students registered at UJ increased from the Quarter 1 level of 3 498 to 3 615 in Quarter 3, which is well above the baseline achieved in 2017. In Quarter 4, the numbers increased to 4 162, which is 412 above the ceiling. This increase is partly explained by a change in the coding of the data, which occurred in Quarter 4.



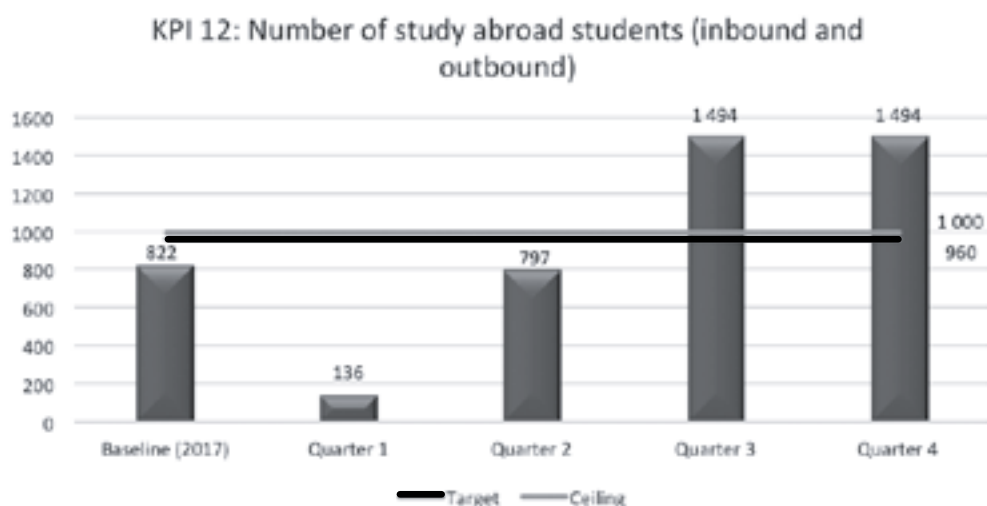
11. Percentage international permanent and fixed-term academic staff (82)

For Quarter 1, the percentage of international academic staff was above the 16% target, and it has continued to rise since. In Quarter 4, it exceeded the ceiling comfortably. This too has been affected by the change in coding.



12. Number of study abroad students (inbound and outbound) (51 & 52)

There has been considerable movement against this indicator since Quarter 1, and while the target had not been met by mid-year, both target and ceiling have since been significantly exceeded. It must be borne in mind, however, that this outcome is made up very largely of outbound students and the University has not been that successful in attracting students into the institution from elsewhere.



STRATEGIC OBJECTIVE FOUR:

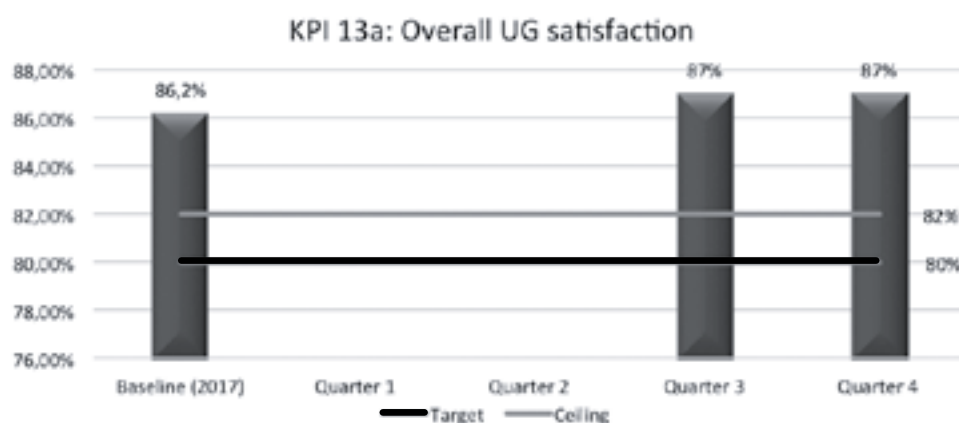
ENRICHING STUDENT-FRIENDLY LEARNING AND LIVING EXPERIENCE

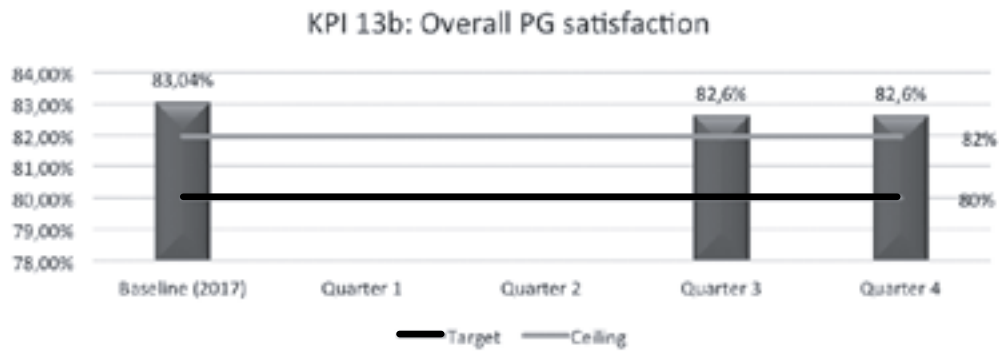
Student experience

13. Overall UG and PG student satisfaction as determined by Student Experience Surveys (54 & 56)

The UG Student Experience Survey was conducted early in the second semester. The overall outcome is 7% above the 80% target and higher than the baseline achieved in 2017.

Overall postgraduate student satisfaction is also higher than both target and ceiling, but not nearly as high as for the undergraduate students. One of the issues raised by these students is frequent changes of supervisor, which sets back their progress. This matter is receiving attention.





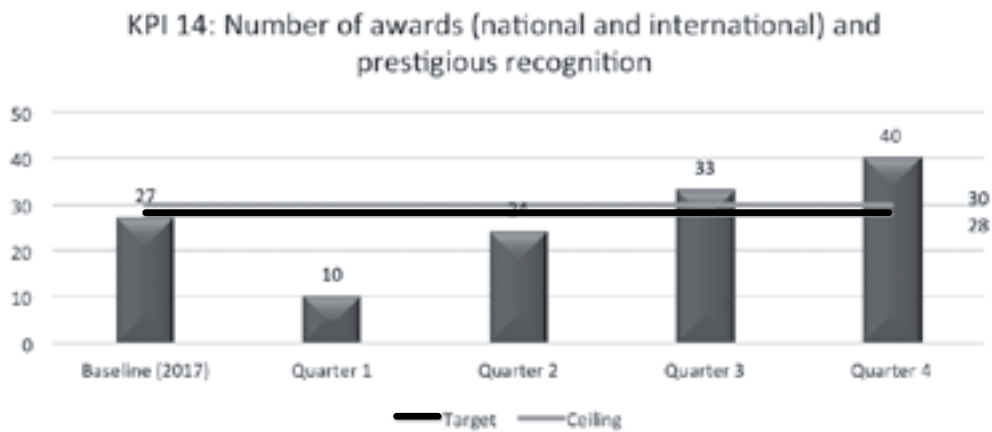
STRATEGIC OBJECTIVE FIVE:

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Reputation management

14. Number of awards (national and international) and prestigious recognition (61)

The number of prestigious awards received by UJ staff has reached 40 in Quarter 4 and comfortably exceeded both the target of 28 and the ceiling of 30.



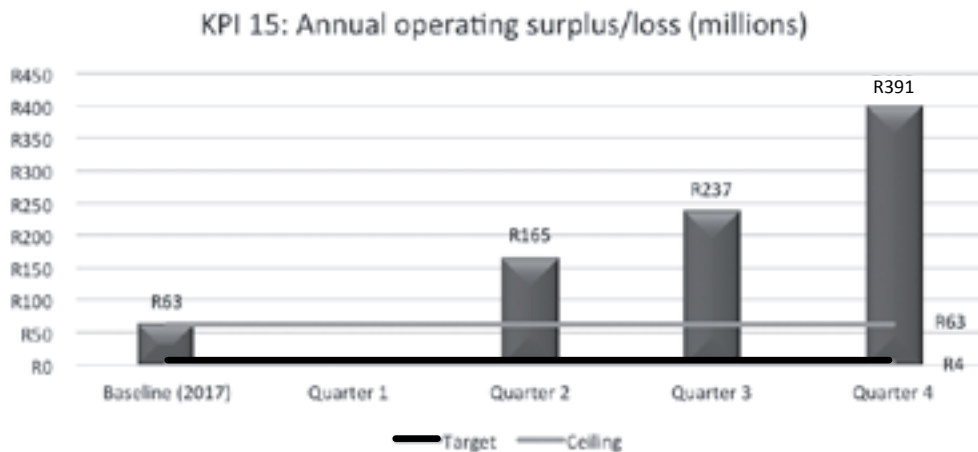
STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Fitness for purpose

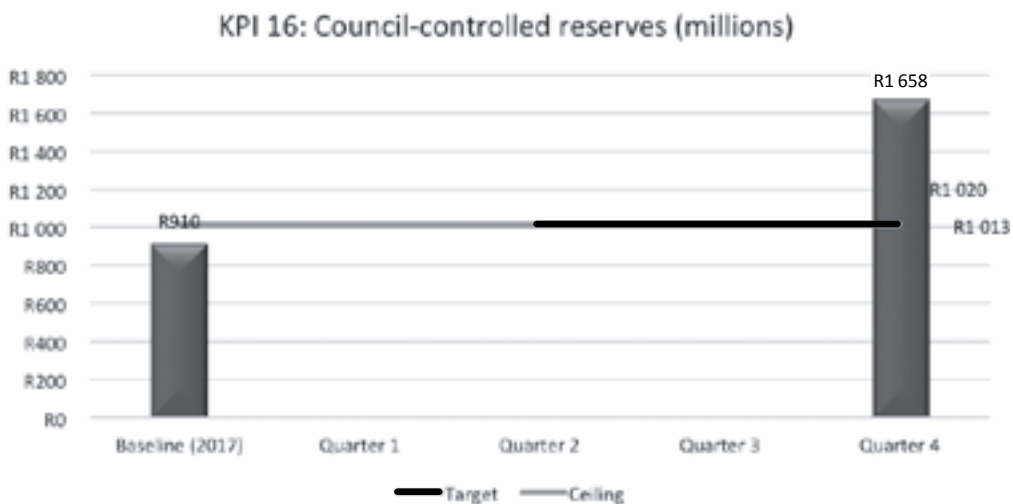
15. Annual operating surplus/loss – millions (70)

The constant outflow and inflow of funds means that there is ongoing change during the year, but by year end, the figure of R391 million indicates a very healthy surplus for the 2018 operating budget. This figure is provisional until post-audit.



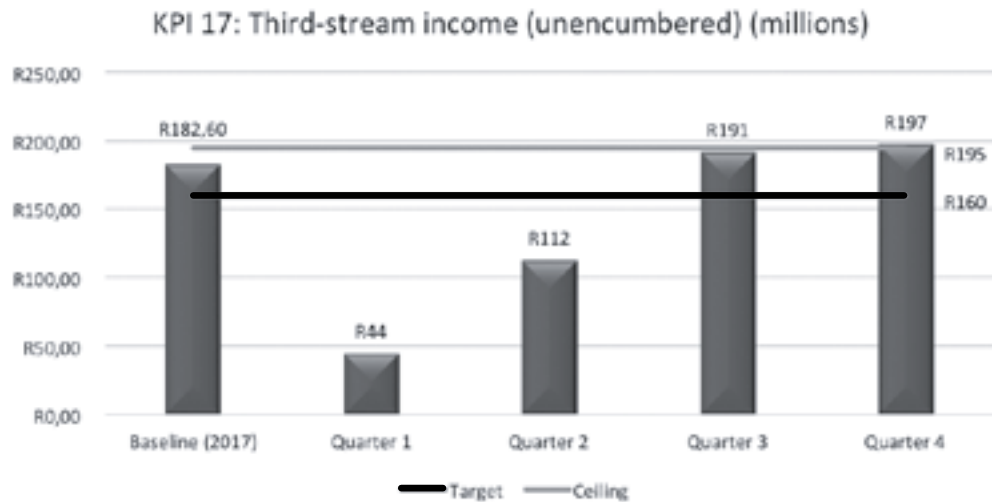
16. Council controlled reserves– millions (74)

It is only meaningful to assess achievement in this area at the end of the year. The target for Council controlled reserves (KPI 16) is to grow them to R1 013 million. The provisional figure for this indicator shows a reserve well in excess of the ceiling. This figure includes the R391 million of Indicator 15; however, without including that, the figure is R1 268 million, still comfortably above the ceiling.



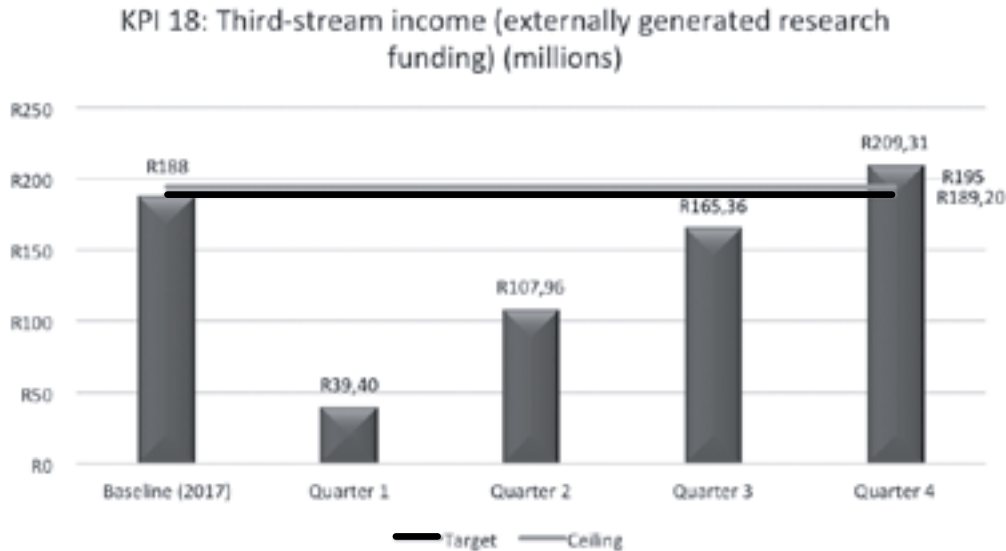
17. Third-stream income (unencumbered) – millions (73)

Unencumbered third-stream income grew steadily and at the end of the year exceeded the target of R160 million by R37 million, based on a provisional pre-audit figure. This is higher than the ceiling and over R15 million more than the previous year.



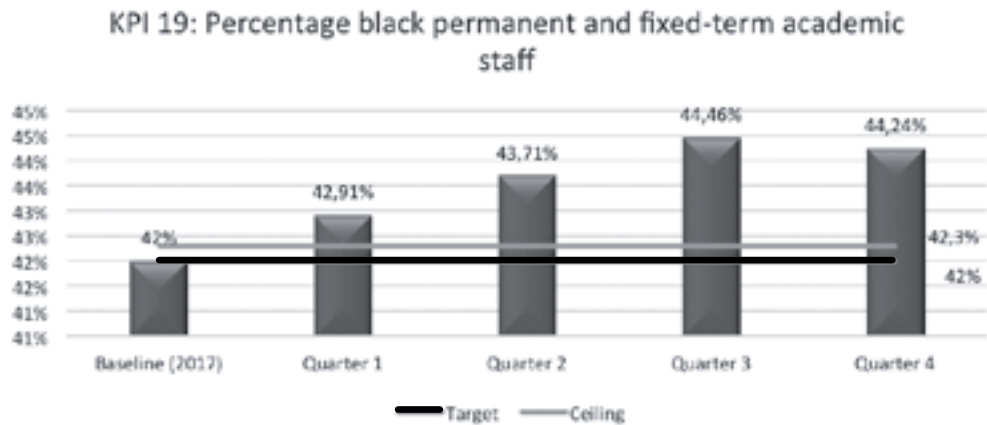
18. Third-stream income (externally generated research funding) – millions (9)

Growth in externally generated research funding has increased steadily throughout the year and reached a provisional figure of R209.31 million by the end of the year. This is in excess of the target and the ceiling, and is over R21 million more than in 2017. This is a very important source of funding for research and an indicator of external stakeholder confidence in UJ's research capabilities.



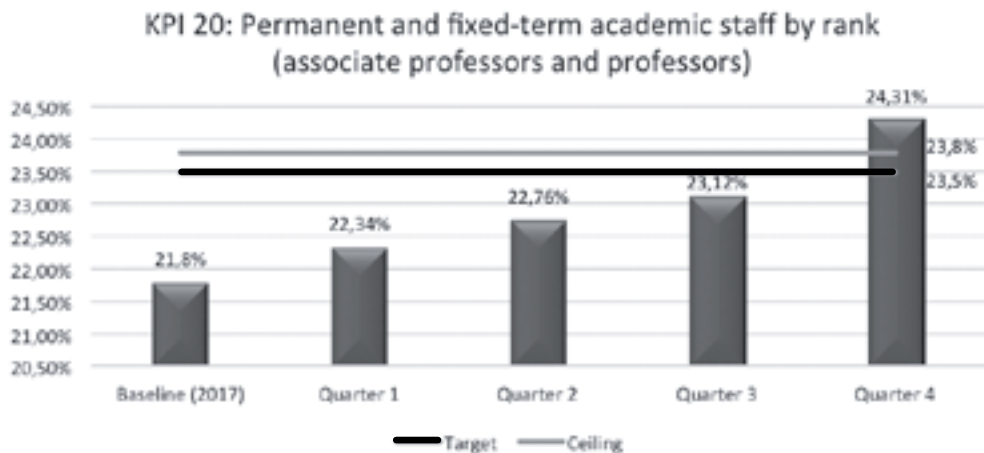
19. Percentage black permanent and fixed-term academic staff (82)

The final figure for this indicator of 44,24% is 2,24% higher than the level of achievement for 2017. The calculation for this indicator is the proportion of academic staff who meet the criteria for SA designated (black) staff, out of the total.



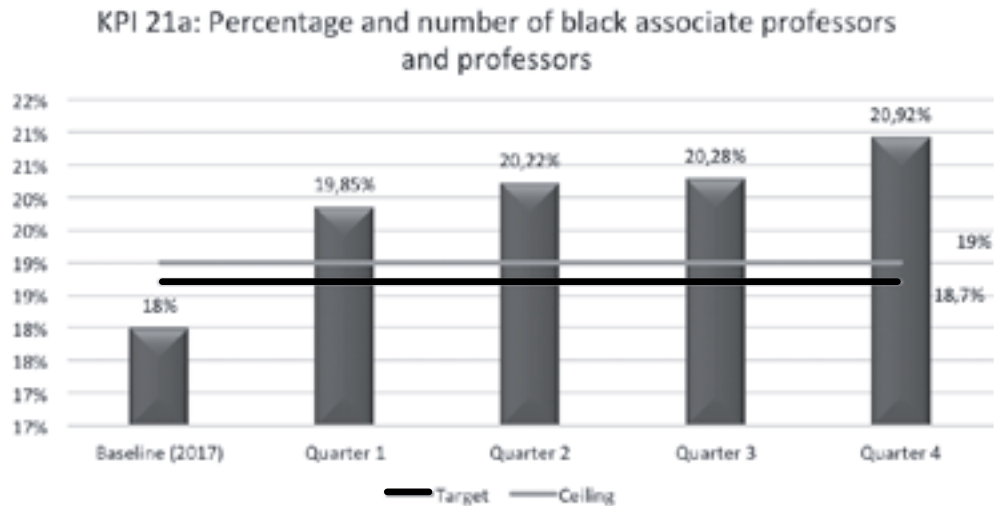
20. Permanent and fixed-term academic staff by rank (associate professors and professors) (84)

This indicator monitors levels of seniority among the academic staff. The proportion with the rank of associate professor or professor has been steadily increasing and by Quarter 3 was close to the target of 23,5%. It increased in Quarter 4 to 24,31% as a result of staff promotions and appointments. This is above the target and the ceiling and is 2,51% higher than the 2017 baseline.



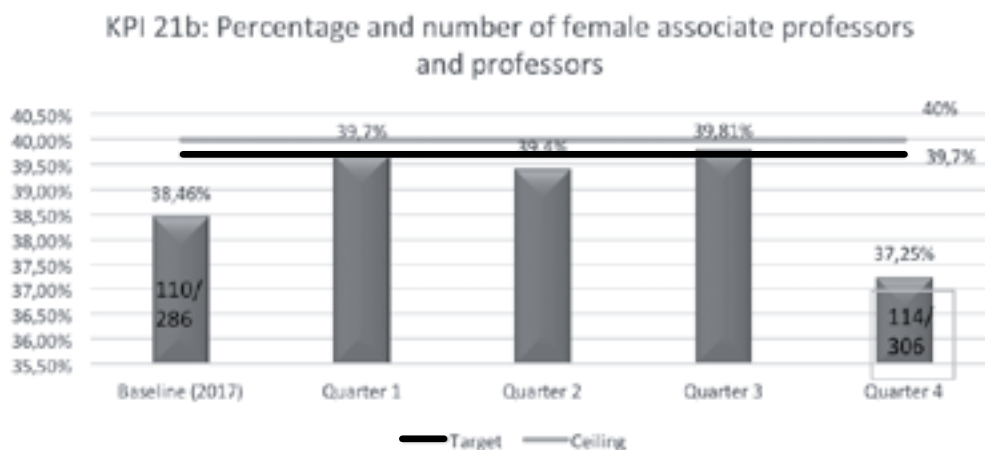
21a. Percentage and number of black associate professors and professors (83)

The proportion of black (SA) associate professors and professors reached 20,92% in Quarter 4. This is well above the level achieved at the end of 2017 and exceeds both the target and ceiling set for 2018. The number in Quarter 4 is 64 of 306, relative to the 51 of 286 in 2017.



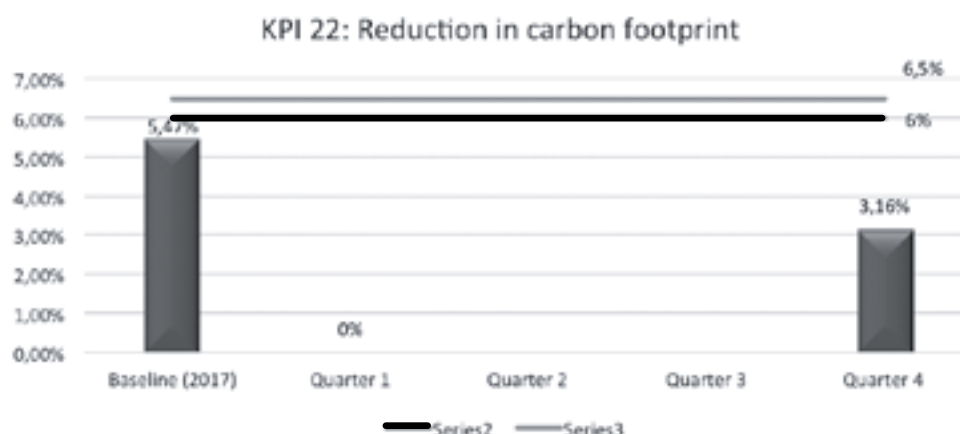
21b. Percentage and number of female associate professors and professors (83)

The proportion of female associate professors and professors is tracked in this part of the indicator. In Quarter 4, there has been a decline in the proportion from Quarter 3 levels. The outcome of 37,25% is below the target by 2,45%. The actual numbers in 2018 are, however, higher than in 2017, with 114 female professors and associate professors of a total of 306, relative to 110 of 286 in the previous year.



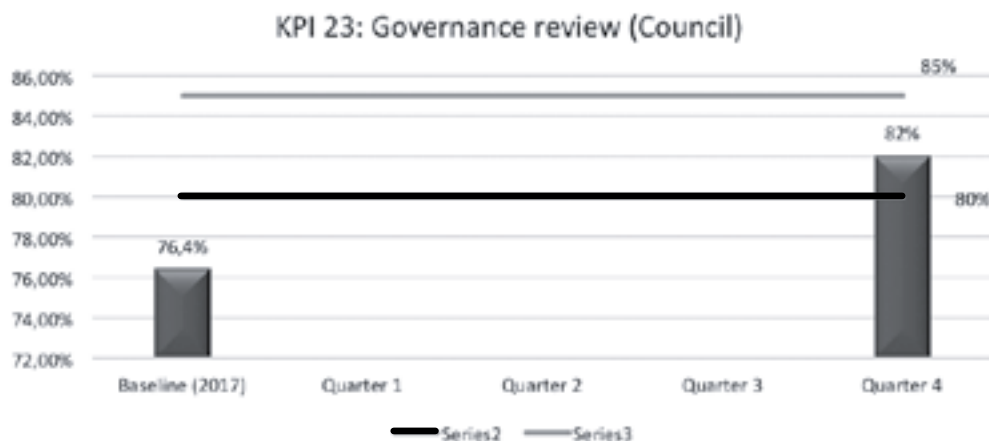
22. Reduction in carbon footprint (88)

The outcome for this indicator was measured at the end of the year. The target set is a 6% reduction in the carbon footprint; the outcome was 3,16%. The reason for not achieving this target was that the previous model did not incorporate all possible contributing sources. When these sources (including, but not exclusive to intercampus bus transport system, air travel and others) were incorporated, the target would obviously not be met. A proposed Model for Sustainability and Carbon Footprint Management was presented to MEC and to the PRCC meeting in February 2019.



23. Governance review (Council) (90)

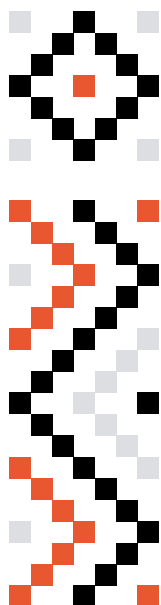
This metric is only assessed once, at the end of the year, and the target set for 2018 of 80% was exceeded by 2%. The outcome was also 5,6% higher than in 2017.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal

Mike Teke (Mr)
Chairperson of Council





Report on the DHET Annual Performance Plan 2018 of the University of Johannesburg

INTRODUCTION

This year-end report covers achievements measured against the targets set in the University of Johannesburg Annual Performance Plan 2018 as submitted to DHET, and covers the period 1 January to 31 December 2018.

ACHIEVEMENT

The Annual Performance Plan 2018 is informed by three of UJ's six overall strategic objectives, i.e. Objectives One, Two and Six. It covers eight related key performance areas, with a total of 28 key performance indicators. Note that *output* indicators refer to achievement in year (n-1) and not the reporting year (n). The baseline is derived from the final result for the previous year, which in this case, is 2017.

Of the 28 indicators, the targets for 24 have been fully achieved or exceeded, while four are within an acceptable range (75-97.4%) of target.

Classification of achievement

In considering the data provided, the following classification of achievement level was used, and a traffic light model adopted:

- **Green** (Within 97,5%-100% of target)
— Grayscale colour code: 10% black background with black lettering
- **Amber** (Within 75-97.4% of target)
— Grayscale colour code: 50% black background with white lettering
- **Red** (Less than 75% of target)
— Grayscale colour code: 85% black background with white lettering

Outcomes that exceed 100% of target are shown as green only if this movement is in line with strategic intentions. If they are more than 2,5% above target, but run counter to intentions, they are shown as amber.



STRATEGIC OBJECTIVE ONE:

EXCELLENCE IN RESEARCH AND INNOVATION

Research

Key Performance Area: Research productivity (year n-1)					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
1. Total number of accredited research output units (n-1)	1 638 (submitted 2016) 1 559.94 accredited	1 700	1 750	1 867.74 (submitted 2017)	1 741 (awarded 2017)
2. Percentage of publications in international journals (n-1)	78,8% 78,5% for accredited 2016 publications	75%	80%	84% (submitted 2017)	84.5% (for accredited 2017 publications)

Performance against the first indicator has been on a steadily rising trajectory. As a consequence of considerably exceeding the target set in the 2017 plan, the 2018 target was set at a much higher level. Although this was ambitious, in 2017, the University submitted to DHET 229 more units than in 2016, and the target of 1 700 accredited units was comfortably exceeded by 41.

Key Performance Area: Research productivity (year n-1)					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
3. Publication units per permanent academic staff (n-1)	1.36 1.34 (for 2016 accredited publications)	1.37	1.39	1.51 (for submitted publications)	1.41 (for accredited publications)

The year-end total is based on 1 741.41 accredited units for 1 234 permanent academic staff, whereas the mid-year outcome is based on the total of 1 867.74 submitted units. The year-end result is above both the target and the ceiling. Research productivity at UJ is increasing and a greater number of UJ academics are engaged in research.



STRATEGIC OBJECTIVE TWO:

EXCELLENCE IN TEACHING AND LEARNING ENROLMENT PROFILE BY CESM

Enrolment profile

Key Performance Area: An enrolment profile across all primary disciplinary areas with growth in Education and SET fields				
KPI	BASELINE	2018 TARGET	MID-YEAR	YEAR-END
4. BUS/MAN	40,2%	37,8%	38,89%	38,49%
5. EDU	7,5%	7,9%	7,31%	7,81%
6. SET	33,2%	35,2%	34,55%	34,48%
7. OTHER HUMANITIES	19,1%	19%	19,25%	19,23%

Note: Only targets, not ceilings are set for these four indicators, because the proportional enrolments in these CESM categories are interdependent and linked to the 2018 Enrolment Plan.

The goal of reducing the proportional share of the BUS/MAN CESM category has been partially met through a reduction of 1,71% from 2017 levels, and by year-end, it was only marginally above the desired level (0,7%). The OTHER HUMANITIES category is slightly above target, and EDUCATION slightly below. SET is slightly below target (0,72%), but still at a higher proportional level than achieved at year-end in 2017. Enrolment proportions by CESM are very difficult to manage directly as they are partly determined by student choices within programmes.

Enrolment profile UG:PG (in percentages)

Key Performance Area: Increased enrolment in postgraduate studies (in percentages)					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
8. Proportion of UG:PG	84,4:15,6	81,9:18,1	81,5:18,5	82,6:17,4	82,1:17,9

The proportional distribution between undergraduate and postgraduate enrolments is remarkably close to target. The University's strategy of increasing its postgraduate student body is clearly succeeding, with a distinct shift in the distribution from 2017 to 2018.



Enrolment profile by qualification type

Key Performance Area: Enrolment by qualification type					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
9. Total headcount enrolment (n)	50 273	49 801 (contact) 209 (distance) Total: 50 010	N/A	50 234	50 686
10. Unweighted FTE totals	38 762	38 678	39 000	38 169	38 642
11. First-time entering undergraduates	9 801	9 762	N/A	9 529	9 586
12. UG: Diploma & certificates	28,66%	23,7%		24,57%	24,97%
13. UG: Degrees	55,69%	58,2%		57,58%	57,12%
14. PG: Below Master's	7,52%	7,9%		7,54%	7,59%
15. Master's	5,98%	7,6%		7,25%	7,63%
16. Doctoral	2,15%	2,6%		2,61%	2,69%
17. Total PG enrolment	15,6%	18,1%		17,40%	18,41%

Total headcount enrolment is almost exactly on target (676 heads, or 1,35%, over, which is remarkable on a total enrolment of fifty thousand). The higher number at year-end is accounted for by postgraduate enrolments in the second semester. The unweighted FTE total is effectively right on target.

In relation to the distribution of enrolments across qualification types, the outcome at year-end is close to the planned proportional distribution. These six indicators are interdependent and therefore the outcome for each influences the others. The achieved proportion for PG is higher than planned, which is an excellent outcome in line with the strategic intention.



Outstanding achievements across our diverse student body

Key Performance Area: Excellent student success rates, retention and graduate output					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
18. Degree credit success rates (n-1)	85,4%	85,6%	85,8%	85,7%	85,7%
19. Total graduation rate and output (n1)	24,7% 12 770	24,9% 12 530	25% 12 570	25,8% 13 004	25,8% 13 004
20. UG graduation rate and output (n1)	22,5% 9 791	22,7% 9 671	22,9%	23,5% 9 969	23,5% 9 969
PG Output					
21. PG to Master's (n-1)	2 178	1 935	2 000	2 230	2 230
22. Master's (n-1)	682	784	790	679	679
23. Doctoral (n-1)	119	140	145	126	126
24. Total PG Output (n1)	2 979	2 859	2 945	3 035	3 035

The outcomes for all of these indicators are measured for the year (n-1) preceding the reporting year (n), when data are complete. Student success rates and graduation rates are all above target. Total undergraduate and postgraduate output has also exceeded target and it is only in the subcategories of master's and doctoral graduates that targets have not been fully achieved. Postgraduate outputs are above target by 90 or 3,15%, although the master's graduates are below the levels achieved in 2016. Doctoral graduates are above 2016 level, but not quite as high as the target. UJ is currently piloting an online tracking system to help PG students attain milestone progress within acceptable timelines.



STRATEGIC OBJECTIVE SIX:

FITNESS FOR GLOBAL EXCELLENCE AND STATURE

Financial stability and sustainability to support the global excellence and stature drive

Key Performance Area: Financial sustainability					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
25. Balanced annual budget and five-year financial plan	Projected R63 million positive outcome	R4 million positive outcome	R63 million positive outcome	R20 million positive outcome	R391 million positive outcome

Academic staff qualifications (permanent employees)

Key Performance Area: Academic staff qualifications					
KPI	BASELINE	2018 TARGET	2018 CEILING	MID-YEAR	YEAR-END
26. Staff with doctorates	47,04%	47,5%	48%	47,66%	48,43%
27. Staff with master's	43,58%	43,5%	43,5%	43,8%	43,34%
28. Staff with other qualifications	9,38%	9%	8,5%	8,55%	8,23%

The year-end outcome for these indicators shows the proportion of staff with doctorates edging steadily towards 50% and those without a master's qualification falling below 9%. The Staff Qualifications Programme has borne fruit, and many academics who have attained their master's qualifications are now registered for doctoral studies.



Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council









Statement on Governance

OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: pre-determined objective
- Declaration of interests and positions of trust
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report
- Report of the MEC and its committees
- The Student Representative Council (SRC) Report
- The Student Services Council Report
- The Institutional Forum
- The Convocation Report

Corporate Governance pre-determined objective (UJ Annual Performance Plan)

As far as governance efficiency is concerned, the UJ Annual Performance Plan (APP) for 2018 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – a target of 80%, with a baseline of 76,4% and a ceiling of 85%. An average score of 82% was achieved, reflecting an increase when compared with 2017.

The increase was mainly the result of the governance improvements that had been implemented following the lapses experienced in relating to commercial entities.

The ratings of the following six of the ten corporate governance responsibilities have increased when compared with 2017:

- Strategy development, value creation/impact and execution (mission, vision, indicators and values)
- General principles of governance, statutory committees/structures and decision making
- Compliance with legislation, UJ Statute, codes and standards, regulations (external and internal) and rules (as amended)
- Core business governance (teaching and learning and research)
- Transformation
- Sustainability

The ratings of the following three of the ten corporate governance responsibilities have remained the same as in 2017:

- Risk governance
- Combined assurance (internal and external audit function, internal controls, governance structures and performance)
- Community engagement and stakeholder relationships



The rating of Information Technology Governance has decreased when compared with 2017.

Declaration of interests and positions of trust

The following has reference:

- The principle of declaring interests and positions of trust by members of Council and members of the MEC has been in place since 2007. The Register reflecting the general interests and positions of trust declared by members of Council is compiled by the Registrar and updated annually. The Register serves at the first Council meeting of the year. The MEC Register reflecting the members' declaration of general interests serves at the second MEC meeting.
- The principle of declaring agenda-based interests has also been in place for all structures/committees since 2007. A report on agenda-based interests declared by members of Council is compiled by the Registrar for submission to the external auditors annually.



Kinta Burger (Prof)

Registrar



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council





Council and Council Committees' Governance Report

OVERVIEW

The following has reference:

- Council membership status
- Qualifications and skills of external members of Council
- Declarations of interests and position of trust
- Attendance of Council and Council Committees
- Council and Council Committees' governance and performance
- Matters of significance discussed, considered, approved or noted by Council

Council membership status

The Council membership status, aligned with the revised 2017 Institutional Statute, is reflected in Table 1 of this report (effective 1 July 2017).

The UJ Council comprises 13 external members (out of a total of 21).

The UJ Institutional Statute 24 March 2017 is applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute.

Table 1: UJ Council membership status 31 December 2018

Statute requirements (Clause 9 [1]) Revised UJ Statute March 2017	Member status	Term of office
Five external persons appointed by the Minister	Mr G (Godwin) Khosa Ms S (Sinenhlanhla) Dlamini Dr Y (Yondela) Ndema Ms K (Kone) Gugushe Dr MM (Monde) Tom	1 July 2017 – 30 June 2022 (2nd term) 1 August 2015 – 31 July 2020 (1st term) 1 March 2017 – 28 February 2022 (1st term) 1 July 2017 – 30 June 2022 (1st term) 1 January 2018 – 30 June 2019 (1st term)
Two members of the Convocation: 1) The President of the Convocation 2) One other member of the Convocation	<i>Vacant</i> Ms BJ (Totsie) Memela-Khambule	 1 July 2014 – 30 June 2019 (1st term)
Six members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	Dr WP (William) Rowland Mr F (Frans) Baleni Mr MS (Mike) Teke Chair Prof D (Diane) Hildebrandt Ms X (Xoliswa) Kakana Ms Z (Zanele) Matlala	1 August 2018 – 31 July 2023 (4th term) 1 August 2014 – 31 July 2019 (2nd term) 1 July 2017 – 30 June 2022 (2nd term) 1 February 2014 – 31 January 2019 (1st term) 1 April 2018 – 31 March 2023 (1st term) 1 January 2017 – 31 December 2021 (1st term)



Statute requirements (Clause 9 [1]) Revised UJ Statute March 2017	Member status	Term of office
Vice-Chancellor and Principal	Prof TM (Tshilidzi) Marwala	1 January 2018; membership by virtue of office
One Deputy Vice-Chancellor, recommended by the MEC and appointed by Council: DVC: Academic	Prof A (Angina) Parekh	1 October 2011; by virtue of office (2nd term)
Two members of Senate who are not otherwise members of Council, elected by Senate	Prof H (Heidi) Abrahamse Prof C (Chris) Landsberg Prof A (André) Strydom	1 August 2013 – 31 July 2018 (1st term) 1 August 2018 – 31 July 2023 (2nd term) 1 August 2013 – 31 July 2018 1 August 2018 – 31 July 2023
One permanent, full-time academic employee not on Senate, elected by the permanent academic employees	Mr K (Kevin) Thomas Ms B (Boniswa) Madikizela	1 September 2013 – 31 August 2018 1 September 2018 – 31 August 2023
One permanent, full-time non-academic employee, elected by the permanent non-academic employees	Dr J (Joe) Manyaka Mr M (Mninihaya) Mahlasela	1 September 2013 – 31 August 2018 1 September 2018 – 31 August 2023
Two students elected by the SRC in accordance with the constitution of the SRC (Interim SAC for 2018)	Mr S (Surprise) Mpangane (invitee) Mr R (Rethabile) Ntshinga (invitee)	SAC Acting President SAC Acting Secretary-General

Qualifications and skills of members of Council

The qualifications and skills of external Council members are reflected in the tables below.

Table 2: Qualifications and skills/experience of Council members 31 December 2018

Name	Qualifications	Experience and skills
Prof H Abrahamse	BSc (Biochemistry and Psychology) (RAU); BSc(Hons) (Biochemistry) (University of Stellenbosch); MSc (Medical Biochemistry) (University of Stellenbosch); PhD (Biochemistry/Molecular Biology) (Wits); BSc(Hons) (Psychology) (Unisa); GIBS Executive Leadership Programme (University of Pretoria).	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research; Panel/postal grant review; Research feasibility studies; Innovation fund panel; Professorial committees.
Mr FM Baleni	BA (Development Studies); Diploma in Political Science and Trade Unionism; Alumnus of the International Institute for Management; Build on Talent; various certificates.	Executive Management: National Union of Mineworkers (NUM); Involvement in NUM's development projects, training centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and collective bargaining and dispute resolutions.
Ms S Dlamini	Bachelor of Business Science (UCT 2007); Programme in Investment Analysis and Portfolio Management (Unisa 2012).	Strategy formulation and implementation; Investment management; Marketing/branding; Business development; Project management; Presentations/Public speaking.



Name	Qualifications	Experience and skills
Ms K Gugushe	CA(SA) (SAICA); BCom (Accounting) (Rhodes University 1997); Postgraduate Diploma in Accounting (UKZN 1998); various certificates.	Finance; Investment analysis; Development finance; Risk management.
Prof D Hildebrandt	BSc (Chemical Engineering) cum laude (Wits); MSc (Chemical Engineering) (Wits); PhD (Chemical Engineering) (Wits).	Professional Assistant Chamber of Mines Research Organisation; Environmental Engineering Laboratory; Process Engineer (Sastech, Sasol); Senior Lecturer, Department of Metallurgy (Potchefstroom University for Christian Higher Education); Senior Lecturer (Department of Chemical Engineering) (Wits); Assistant Professor (Princeton University) (USA); Unilever Professor of Chemical Engineering (School of Process and Materials Engineering) (Wits); Professor of Process Synthesis (20% appointment) (University of Twente, The Netherlands); Professor and Director of COMPS School of Chemical and Metallurgical Engineering (Wits); SARChI Professor of Sustainable Process Engineering (Wits); Director MaPS (a research unit at Unisa).
Ms X Kakana	BSc (Maths and Applied Maths) (University of Transkei); Master's Degree in Electronics Engineering (FH Giessen-Friedberg University, Germany); MBA (Henley Management College, London); MBA, Technology Management and Innovation (Massachusetts Institute of Technology); Master's in Public Administration (Harvard University).	Chief Executive Officer of ICT-Works; Electronics Engineering and ICT; Development of the Green and White Paper processes; Founder and former chairperson of Women in ICT; Non-Executive Director at Broadband Infraco and ZA Central Registry.
Mr G Khosa	BA (Education); BA(Hons) (Geography); Postgraduate Diploma in Public and Development Management; Master's in Management.	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher; Chief Executive Officer: National Education Development Trust since 2014.
Ms B Madikizela	CA(SA) (SAICA, 2007); BCom (Accounting) (Wits); BCom (Accounting Honours) (CTA) (UJ) and Master of Commerce in International Accounting (UJ); SLP: Thought Leadership for Africa's Renewal (Thabo Mbeki African Leadership Institute graduate).	Chartered Accountant with over 10 years' post article experience; Senior lecturer in the Department of Accountancy at UJ; member of management responsible for the Academic Innovation and Benchmarking portfolio within the department; Consultant on Personal Financial Literacy of university students for ISASA's teacher intern programme; Head of Finance for the Investor Services Division (Standard Bank of South Africa); various board and committee memberships in a range of industries including investment management, medical aid, local government, housing, and transportation.
Mr M Mahlasela	Registered for Bachelor of Accounting Science in Internal Auditing (Unisa).	Different portfolios in community services.



Name	Qualifications	Experience and skills
Prof T Marwala	BSc (Mechanical Engineering) (Case Western Reserve University, Cleveland); Master's in Mechanical Engineering (University of Pretoria); PhD (Engineering) (University of Cambridge).	Full Professor of Electrical Engineering; the Carl and Emily Fuchs Chair of Systems and Control Engineering; SARCHI Chair of Systems Engineering at Wits; Postdoctoral research associate at the Imperial College (London); registered professional engineer, a Fellow of TWAS, the World Academy of Sciences, the Academy of Science of South Africa, the African Academy of Sciences and the South African Academy of Engineering; Senior Member of the Institute of Electrical and Electronics Engineering and a distinguished member of the Association for Computing Machinery; Human capacity development having supervised 47 master's and 21 doctorate students to completion; Associate Editor of the <i>International Journal of Systems Science</i> (Taylor and Francis Publishers); Reviewer for more than 40 ISI journals.
Ms Z Matlala	BCom; BCompt(Hons) (Unisa); CA(SA) (The Public Accountants' and Auditors' Board).	Financial Management; Risk Management; Governance.
Ms BJ Memela-Khambule	BA (Social Science) (Swaziland); Master's in Public Administration (Zimbabwe); Management Advancement Programme: Wits Business School; Advanced Diploma in Banking (RAU); Executive Development Program: Graduate School of Management & Urban Policy (USA); Senior Executive Program: Wits and Harvard IWF (Harvard & Cambridge).	Business development and growth in strategy, people management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee member of Cadiz; Finance and Audit Committee member of International Partnerships for Microbicides, an NGO focusing on HIV/AIDS research for a prevention solution; Executive Placement; Chairperson of SETCO for a JSE listed entity board; Trustee of a local and international non-profit foundation.
Dr Y Ndema	BProc (Law) (University of Natal); LLB (University of Natal); LLM (Tax Law) (UCT); PhD (Law) (UCT); various certificates.	Various directorships and trustee positions; Chief compliance and ethics officer; Legal and compliance executive; Member of various professional affiliations.
Prof A Parekh	BA (Psychology and Philosophy) (UKZN); BA(Hons); MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN).	Deputy Vice-Chancellor: Academic of UJ; Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology.
Dr WP Rowland	BA, BA(Hons), MA (Unisa); PhD (UCT).	National Executive Director of SA National Council for the Blind until 2005; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising; Director of various enterprises, companies, universities and NGOs nationally and internationally; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at United Nations, World Bank and World Health Organisation.



Name	Qualifications	Experience and skills
Prof A Strydom	BSc (Physics, Chemistry, Mathematics) (RAU); BSc(Hons) (Physics, cum laude) (RAU); MSc (Physics, cum laude) (RAU); PhD (Physics) (Wits).	Research Professor; Vice-Dean: Research and Postgraduate Students in Faculty of Science; Experience in higher degrees and research management on Faculty and on Senate level; Experienced panel member across faculties in recruitment, selection and promotion on academic and on support levels; Internationally recognised and NRF-rated researcher; Multiple NRF research grant holder; Former team member of a European Research Council Advanced Research Grant; Former sole grant holder of a German Research Foundation award; Current collaborations and multinational joint research programmes with leading groups and institutions in more than ten countries; Project, programme and research proposal evaluation panel member for science institutions in SA, UK, Poland, and the Czech Republic; Member of international advisory boards of multiple international conference organisations; Postgraduate supervision experience in SA, Germany, and Austria; Experienced Physics lecturer on all levels.
Mr MS Teke	BA (Ed); BEd; BA(Hons); MBA.	HR background; General management; Leadership; Business management.
Dr M Tom	National Diploma in Cost and Management Accounting; BSc (Physics and Applied Maths) (University of Fort Hare); MSc in Financial Economics (University of London); Postgraduate Diploma Economic Principles (University of London); PhD (Cooperative Entrepreneurship).	Governance and financial failures; Financial economics; Public Financial Management; Public Administration; Treasury Management.

Declaration of interests and positions of trust

Members of Council update their general interests on an annual basis, and this list is reflected annually in the agenda of Council's first meeting. In addition to this, members of Council declare their interests in accordance with the agenda items of each meeting and update their list of general interests when necessary. Each Council structure/committee has an approved charter derived from the UJ Statute and functions in accordance with the Statute and the relevant charter and subsequent scope of authority as delegated to it by Council.

Register declaration of interests and positions of trust

The Register reflecting the declaration of interests and positions of trust by members of Council was compiled by the Registrar and submitted to Council at its first meeting in March. A report reflecting the agenda-based declaration of interests during the reporting year is compiled by the Registrar for submission to the external auditors.

Attendance of Council and Council Committees

The Council functions within sections 8 to 18 of the UJ Statute of 2017. Council held four ordinary meetings and two special meetings: 28 March 2018, 18 April 2018 (special), 14 June 2018, 17 August 2018 (special), 27 September 2018, and 23 November 2018.

Council round-robin decisions were taken on the following dates, to approve matters in-between scheduled meetings: 30 January 2018, 2 March 2018, 23 April 2018, 12 May 2018, 12 July 2018, 23 August 2018, 2 November 2018, and 4 December 2018.



The overall attendance of Council meetings was very good, reflecting an attendance rate of 80,78% (absenteeism of 21 cases during the reporting year).

The attendance of the Executive Committee of Council was at 65,18%, which was lower than in 2017 (85%). The attendance of other Council committee meetings was very good.

Governance performance Council and Council Committees

The following Council Committees were operational in 2018:

- Audit and Risk Committee of Council (ARCC)
- Executive Committee of Council (Council Exco)
- Financial Sustainability Committee of Council (FSCC)
- Human Resources and Social Ethics Committee of Council (HRSEC)
- Projects and Resourcing Committee of Council (PRCC)
- Remuneration Committee of Council (REMCO)

The UJ Awards Committee is a joint Council and Senate Committee. In addition to the above, the UJ Trust and the Investment and Commercialisation Committee (joint FSCC and UJ Trust Committee) are operational.

The meetings of all structures and committees are reflected in the University Year Programme. Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority as delegated to it by Council.

Performance Review: Council and Council Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration

The performance review results are as follows:

- Council: Organisation of the committee: 3.9, Execution of functions: 3.7, Role of members and Chairperson: 3.8, and Administration: 4.0.
- Executive Committee of Council: Organisation of the committee: 4.0, Execution of functions: 3.9, Role of members and Chairperson: 4.1, and Administration: 4.2.
- Audit and Risk Committee of Council: Organisation of the committee: 4.6, Execution of functions: 4.0, Role of members and Chairperson: 4.6, and Administration: 4.8.
- Financial Sustainability Committee of Council: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.0.
- Human Resources and Social Ethics Committee of Council: Organisation of the committee: 4.6, Execution of functions: 4.5, Role of members and Chairperson: 4.5, and Administration: 5.0.
- Projects and Resourcing Committee of Council: Organisation of the committee: 3.9, Execution of functions: 3.6, Role of members and Chairperson: 4.0, and Administration: 4.0.

Matters of significance discussed, considered, approved and noted by Council

General governance

- Approving the following in respect of Council membership:
 - The appointment of Ms X Kakana to fill the vacancy in the category, members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies.
 - The appointment of Dr W Rowland for a further five-year term of office.
 - The leave of absence of Dr Y Ndema as well as the interim arrangements applicable during this period.
- Approving the following in respect of Council committee membership:



- The appointment of external Council members to the following Council committees:
 - Dr M Tom: ARCC.
 - Ms X Kakana: HRSEC and PRCC.
- The appointment of Prof A Strydom, Senate representative on Council, to serve on the UJ Awards Committee.
- The appointment of Advocate Van Staden, as co-opted member on the ARCC, for a further three-year term of office.
- Approving the following:
 - The charters/revised charters of Council and its committees.
 - The proposed amendments to the UJ Statute, for submission to DHET.
 - The revised Convocation Constitution.
 - The revised Strategic Plan, 2019 to 2025.
 - The audited 2017 Annual Performance Plan.
 - The corrections to the UJ Strategic Plan 2018, UJ Annual Performance Plan for 2018 and the DHET Annual Performance Plan for 2018.
 - The 2019 UJ Annual Performance Plan.
 - The 2019 DHET Annual Performance Plan.
 - The 2018 Mid-year Report on the DHET Annual Performance Plan and the 2018 Mid-year Financial Progress Report to DHET, for submission to DHET.
 - The UJ Annual Report for 2017, for submission to DHET.
 - The Governance Indicators Scorecard for Councils of UJ, for submission to DHET together with the UJ Annual Report.
 - The revised Rules for Effective Meetings.
 - The proposed Procedure for Creating, Using, Retaining and Destroying of Audio Recordings of Statutory and Other Committee Meetings.
 - The proposed Benefits for External Council Members attending applicable Statutory Committee meetings.
- Discussing and noting the following:
 - The updates on the actions resulting from the forensic investigations and making relevant decisions relating to the former Vice-Chancellor and the former Chairperson of the Convocation, as and when required.
 - The Declaration of General Interest of Council members.
 - The Register of Qualifications and Skills/Experience of Council members.
 - The Annual Performance Plans of the Council committees.
 - The report on the Council Annual Review and Planning Session for 2017.
 - The outcomes of the 2017 Council and committee performance reviews.
 - The report on attendance of Council and Council committee meetings for 2017.
 - The outcomes of the 2017 review of MEC Corporate Governance Responsibilities.
 - The progress reports detailing the quarterly achievements against the Annual Performance Plan.
 - The reports and action lists of the MEC and ELG Strategic Breakaways.
 - The quarterly progress reports on the UJ Annual Performance Plan.
 - The reports from the Council committees.
 - The reports from Senate.
 - The reports from the Institutional Forum.
 - The reports from the UJ Trust.
 - The progress reports of the UJ Ombud Office.

Finance

- Approving the following:
 - The budget for 2019.
 - The CAPEX budget for 2019.



- The revised Financial Delegation of Authority.
- The revised Financial Policies and Procedures.
- Commercial entities:
 - The recommended board structure for governance of UJ companies.
 - The proposed composition of the Board of Directors for the UJ Holding Company.
 - The appointment of the following six external experts on the Board of Directors of the UJ Holding Company: Richard Doyle, Jenitha John, Paballo Makosholo, Tumelo Mashabela, Motsisi Moeketsi and Tai-Seng Schierenberg.
 - UJ entering into a collaboration agreement with Vuwa Capital Partners, subject to a due diligence exercise being undertaken and a trust deed, safeguarding UJ's interests, being drafted.
 - The recommended winding-up of Photovoltaic Technology Intellectual Property (PTIP).
 - The recommended two external members of Council to serve on the Interim Resolution Circle (RC) Board as well as the recommendation, that when considering Board members for the permanent RC Board, academics rather than external Council members should be considered.
 - Ratifying the appointment of the Director: Student Finance to serve as Director and bank signatory for the following commercial companies: Kutu Capital (Pty) Ltd, Isibaya Somnotho (Pty) Ltd, Enerkey Solutions (Pty) Ltd and GoCo Innovations (Pty) Ltd.
 - The appointment of Dr Y Pakela-Jezile as representative of UJ on the Board of Directors of the Big Green Lettuce Company (Pty) Ltd.
 - The following appointments/replacements of UJ representatives on commercial entities: Prof M Frahm-Arp as Director on Sabinet Board, the replacement of Prof Sinha with Prof A Dempsey as Director on the eyeThenticate Board and the replacement of Prof A Dempsey with Dr M Venter as alternate non-executive Director on the Praestet Board.
- Discussing and noting the 2018 Quarterly Management Accounts.

Auditing

- Approving the following:
 - The 2017 Audited Annual Financial Statements.
 - The Going Concern Consideration for 2017.
 - The Institutional Risk Register.
 - The 2017 Audit Certificate of Persal Payroll Deduction Facilities for UJ, issued by PwC, for submission to National Treasury.
- Ratifying the Council Exco's approval to appoint Deloitte as UJ's internal auditors for a three-year term, commencing on 1 January 2019, subject to annual review by the ARCC.
- Noting the 2018 Risk Management Implementation Plan.

Physical assets and related matters

- Approving the awarding of a tender for the construction of a third residence on SWC.
- Approving the nominations for the naming/renaming of UJ spaces and buildings.
- Ratifying the Council Exco's approval of UJ's counter-funding of R198 million over three years, for the Infrastructure and Efficiency Grant Allocations, 2018/2019 to 2020/2021, for submission to DHET.
- Discussing and noting the quarterly security reports.

Human resources

- Approving the following:
 - Amendments to the composition of the selection panels for the recruitment and appointment of executive deans and executive directors.
 - Approving the following ELG appointments:
 - Chief Financial Officer.
 - Chief Operating Officer.
 - Executive Dean: Faculty of Engineering and the Built Environment.



- Executive Dean: Faculty of Health Sciences.
- Executive Director: Financial Governance and Revenue.
- Executive Director: Information and Communication Systems.
- Executive Director: Operations.
- The extension of the contract of appointment of the Executive Director: Academic Development and Support by a further two years.
- The UJ Employment Equity Report to the Department of Labour.
- The UJ Annual Employment Equity Report to the Department of Labour.
- The revised Human Resources Delegation of Authority.
- The revised Policy on Temporary and Fixed-term Appointments.
- The revised Policy on Professorial Categories.
- Amendments to the Policy on Academic Career Paths, Academic Categories, Appointment and Promotion Criteria in terms of the Minimum Appointment and Promotion Criteria for Academic and Research Staff.
- The following amendment to the Conditions of Service: The extension of paternity leave, within the framework of the University's Family Responsibility Leave, to five additional days of paid leave over and above the existing family responsibility leave benefits.
- The UJ Employment Equity Plan for the period 2019 to 2021, for submission to the Department of Labour.
- Ratifying the annual salary negotiations mandate for 2019.
- Noting the Institutional Transformation Report.

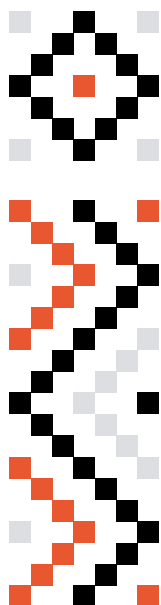
Core business and academic support services

- Approving the following:
 - The updated 2018 Enrolment Plan.
 - The 2019 Enrolment Plan.
 - The Enrolment Plan, 2020 to 2025, for submission to DHET.
 - The revised Policy on the Prevention and Management of Student Sexual Harassment and Rape.
- Discussing and noting the following:
 - The report on the provisional undergraduate success rates.
 - The statistics on student throughput, completion of qualifications within the minimum time and dropout rates.
 - The report on the research and postgraduate outputs of 2017.
 - The updates on the 2018 registration process.
 - The overview of the late enquiry and registration process for 2018.
 - The enrolment management reports.
 - The quarterly reports on student disciplinary cases.
 - The UJ Student Advisory Council President's reports.

Awards

- Approving the recommendations to confer Honorary Doctorate Degrees on the following individuals: Prof Phillip Clay, Prof Robert Engle, Mr Bobby Godsell, Ambassador Andrew Jackson Young Jr., President Xi Jinping, Ms Katherine Johnson, and Prof Romain Murenzi.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals: Justice Edwin Cameron, Ms Sophie de Bruyn and Ms Sue Williamson.
- Approving the recommendation to award the Alumni Dignitas Award to Prof Chris Brink.





Senate and Senate Committees' Governance Report to Council

OVERVIEW

- Senate and Senate Committees
- Declaration of agenda-based interests
- Attendance Senate and Senate Committees
- Performance Review Senate and Senate Committees
- Matters of significance discussed, considered, approved and noted by Senate

Senate and Senate Committees

Senate functions in accordance with the UJ Statute and the Charter approved by Senate. Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority as delegated to it by Senate. The following Senate Committees are operational:

- Senate Executive Committee
- Senate Academic Freedom Committee
- Senate Higher Degrees Committee
- University Research Committee
- Senate Teaching and Learning Committee
- Faculty Boards

Declaration of interests

The members of Senate and Senate committees declare agenda-based interests prior to the commencement of each meeting, and these are reflected in the minutes.

Attendance of members of Senate and Senate Committees

Four meetings of Senate were held: 27 March 2018, 6 June 2018, 20 September 2018, and 15 November 2018.

The Senate had, on average, 241 members in 2018. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was very good in most cases, varying between 76% and 93%, with the exception of the Senate Academic Freedom Committee, which had an attendance of 38%.

Performance Review: Senate and Senate Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration



The performance review results are as follows:

- Senate: Organisation of the committee: 3.9, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.0.
- Senex: Organisation of the committee: 4.1, Execution of functions: 4.5, Role of members and Chairperson: 4.2, and Administration: 4.6.
- Senate Academic Freedom Committee: Organisation of the committee: 2.9, Execution of functions: 3.0, Role of members and Chairperson: 3.1, and Administration: 3.6.
- Senate Higher Degrees Committee: Organisation of the committee: 4.0, Execution of functions: 4.3, Role of members and Chairperson: 4.1, and Administration: 4.8.
- Senate Teaching and Learning Committee: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.0, and Administration: 4.6.
- University Research Committee: Organisation of the committee: 3.8, Execution of functions: 4.0, Role of members and Chairperson: 3.9, and Administration: 4.3.

Matters of significance considered, approved and noted by Senate

- Recommending to Council, for approval, the following:
 - Amendments to the Policy on Academic Career Paths, Academic Categories, Appointment and Promotion Criteria.
 - The conferral of honorary doctorate degrees.
 - Amendments to the UJ Statute.
 - Enrolment Plan 2019.
 - Enrolment Plan 2020-2025.
 - Amendments to the Charter of the UJ Awards Committee.
 - Amendments to the Policy on Student Sexual Harassment and Rape.
 - Amendments to the Policy on Temporary and Fixed-term Appointments.
- Approving the following:
 - Policies:
 - Amendments to the Policy on the Appointment of Distinguished Visiting Professors and Distinguished Professors.
 - Revised Policy on Collaborative Master's and Doctoral Degrees with Partner Higher Education Institutions.
 - Joint Academic Appointment Policy.
 - Moderation Policy in CBE.
 - Policy for UJ Research Structures.
 - CBE Publication and Authorship Policy.
 - Amendment to the Admission and Selection Policy.
 - Amendment to the Policy: Professorial Categories.
 - The merger of the following Departments in the Faculty of Science:
 - Chemistry and Applied Chemistry to become the Department of Chemistry.
 - Physics and Applied Physics and Engineering Mathematics to become the Department of Physics.
 - Academic Calendar 2019.
 - Establishment of a UJ Palaeo-Research Institute.
 - Examination Guidelines.
 - Conversion of a registration from a research master's qualification to a doctoral qualification in the Faculty of Science.
 - Conversion of a registration from a master's dissertation to doctoral thesis in the Faculty of Art, Design and Architecture.
 - Application to change the name of the Department of Homoeopathy to Department of Complementary Medicine in the Faculty of Health Sciences.
 - Application to change the qualification: Master of Cognitive Science to Master of Artificial Intelligence in Faculty of Engineering and the Built Environment.
 - Establishment of a Joint UJ and University of West Indies Institute for Global African Affairs.
 - The revised charters of the Senate and its committees.

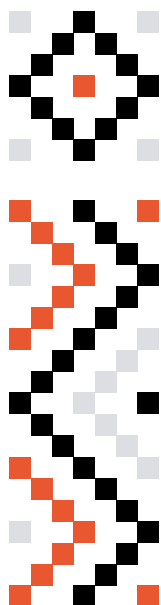


- Other charters:
 - Charter of the African Centre for Epistemology and Philosophy of Science.
 - Charter of the Ali Mazrui Centre for Higher Education Studies.
 - Charter for the Centre for Nano engineering and the Tribocorrosion.
 - College of Business and Economics Engagement Charter.
 - College of Business and Economics Higher Degrees Committee Charter.
 - College of Business and Economics Degrees Assessment Committee Charter.
 - College of Business Research Committee Charter.
- Formal subsidised academic programmes (to be submitted for external approval):
 - To be offered by the College of Business and Economics:
Diploma in Accounting (online).
 - To be offered by the Faculty of Health Sciences:
Master's Degree in Medical Imaging and Radiation.
Bachelor of Nursing Science and Midwifery.
 - To be offered by the Faculty of Art, Design and Architecture:
Advanced Diploma in Art and Design.
Advanced Diploma in Architecture.
Master of Arts in Art Therapy.
- The offering of the following Continuing Education Programmes:
 - To be offered by the College of Business and Economics:
 - Fourth Industrial Revolution (4IR) Perspectives for Accountants.
 - Talent Management Professional Development Programme.
 - Organisational Effectiveness Professional Development Programme.
 - Introduction to Team Mastery in a Tourism and Hospitality Environment.
 - Introduction to Performance Mastery in a Tourism and Hospitality Environment.
 - Introduction to Personal Mastery in a Tourism and Hospitality Environment.
 - Introduction to Organisational Mastery in a Tourism and Hospitality Environment.
 - Public Sector Property.
 - Introduction to Research Design and Analysis for Accountancy and Finance.
 - Panel Data Analysis and Survey Data Analysis.
 - To be offered by the Faculty of Art, Design and Architecture:
 - Dynamic Communication Public Speaking and Presentation Skills Training.
 - To be offered by the Faculty of Engineering and the Built Environment:
 - Optoelectronic Systems and Applications (online).
 - Introduction to Statistical Quality Techniques.
 - Advanced Operations Management.
 - Quality Planning and Implementation.
 - Advanced Statistically Quality Techniques.
 - Introduction to Organisational Development.
 - Quantitative Techniques for Business Operations.
 - Introduction to Quality Auditing Techniques.
 - Introduction to Quality Management Systems.
 - Renewable Energy (online).
 - Implementation and Operation South African National Standards.
 - To be offered by the Faculty of Health Sciences:
 - Introduction to Health Research Ethics.
 - To be offered by the Faculty of Law:
 - Law and Industry 4IR.
- The applications for Senate Discretionary Admission for School of Tomorrow students.



- The applications for recognition of prior learning in the College of Business and Economics.
- Via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/ rules/regulations.
- Noting the following matters:
 - The relevant academic statistics, such as applications, registrations, graduates and undergraduate success rates.
 - The Catalytic Initiative: The Fourth Industrial Revolution (4IR) towards GES 4.0.
 - The report on the 2018 performance of Senate and Senate Committees performance reviews.
 - Attendance of Senate and Senate Committee meetings for 2017.
 - UJ Annual Performance Plan 2018.
 - Research and Postgraduate Outputs 2017.
 - Overview of the Late Enquiry and Registration Process for 2018.
 - The reports on Student Disciplinary Cases.
 - Strategic Objectives and 2018 Enrolment Management Overview.
 - Quarterly reviews of the UJ Annual Performance Plan.
 - Graduation Reports.
 - UJ minimum research output per capita.
 - Guidelines on Theses or Dissertations in Article or Essay Format.
 - The report on UJ's Student Meal Assistance Programme.
 - The report on Achievements against the Annual Performance Plan 2018.
 - The report on Decolonisation.
 - The report on Assistant Lecturers funded from the GES Funds.
 - The reports of the Senate Committees.





Report of the Management Executive Committee (MEC)

OVERVIEW

- Composition of the MEC
- Declaration of interests and positions of trust
- MEC Committees
- Attendance of members of the MEC and MEC Committees
- Governance performance MEC and MEC Committees
- Matters of significance discussed, considered, approved and noted by MEC

Composition of the Management Executive Committee

- Vice-Chancellor and Principal (Chairperson)
- Chief Financial Officer (formerly Deputy Vice-Chancellor: Finance)
- Chief Operating Officer (formerly Deputy Vice-Chancellor: Strategic Services)
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research and Internationalisation
- Deputy Vice-Chancellor: Employees and Student Affairs
- General Counsel
- Registrar
- Senior Executive Director: Office of the Vice-Chancellor

Declaration of interests and positions of trust

The members of MEC declare general interests and positions of trust. The Register is compiled by the Registrar and updated annually. The principle of agenda-based declaration of interest is executed at all the MEC Committee meetings and reflected in the minutes of the meetings concerned.

MEC Committees

The following MEC Committees were operational in 2018:

- Management Executive Committee Academic (MECA)
- MEC Commercialisation Committee
- MEC People with Disabilities Committee (PWD) (dissolved in 2018)
- MEC Risk Management Committee (RMC)
- MEC Transformation Committee (new committee)
- MEC Enrolment Management Committee (changed to Operational Committee during 2018)
- HIV/AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS)

Attendance of members of the MEC and MEC Committees

A total of 10 ordinary MEC meetings were held on the following dates in 2018: 24 January 2018, 27 February 2018, 29 March 2018, 24 April 2018, 22 May 2018, 12 June 2018, 31 July 2018, 21 August 2018, 25 September 2018, and 30 October 2018.



A total of 15 special MEC meetings were held on the following dates in 2018: 9 January 2018, 16 January 2018, 30 January 2018, 6 February 2018, 8 February 2018, 13 February 2018, 6 March 2018, 13 March 2018, 10 April 2018, 15 May 2018, 6 August 2018, 13 August 2018, 30 August 2018, 11 October 2018, and 13 November 2018.

A total of nine decisions were taken via round-robin processes on the following dates to approve/ratify matters in-between scheduled meetings: 1 February 2018, 8 March 2018, 11 May 2018, 26 June 2018, 15 October 2018, 5 November 2018, 8 November 2018, 20 November 2018, and 7 December 2018.

MEC strategic breakaway sessions took place on the following dates in 2018: 23 to 24 January 2018 and 12 to 14 November 2018.

The overall attendance of the MEC meetings was excellent, reflecting an attendance rate of 94%. The attendance of the MEC committees was satisfactory and all of the meetings were quorate.

Performance Review: MEC and MEC Committees

The performance review instruments were arranged in the following sections, with the averages obtained listed below:

- Organisation of the committee
- Execution of functions
- Role of members and Chairperson
- Administration

The performance review results are as follows:

- MEC: Organisation of the committee: 4.4, Execution of functions: 4.3, Role of members and Chairperson: 4.3, and Administration: 4.6.
- MECA: Organisation of the committee: 3.7, Execution of functions: 3.5, Role of members and Chairperson: 3.5, and Administration: 4.5.
- MEC RMC: Organisation of the committee: 4.0, Execution of functions: 4.0, Role of members and Chairperson: 4.2, and Administration: 4.8.

Matters of significance discussed, considered, noted and approved by MEC

Special MEC meetings

Reviewing the following at the special MEC meetings to proactively address any issues: Updates on NSFAS/fee free education, updates on progress being made with 2018 registrations, updates on security in and around UJ's campuses and updates on student-related matters.

Governance and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The proposed amendments to the UJ Statute.
 - Recommendations i.r.o. the external membership on Council committees.
 - Changes to the Council committee structures.
 - The Charter for the Remuneration Committee of Council as well as amendments to the charters of the Council and its committees.
 - The revised Convocation Constitution.
 - The proposal on a Council Member's benefits.
 - The revised Rules for Effective Meetings.
 - The proposed Procedure for Creating, Using, Retaining and Destroying of Audio Recordings of Statutory and Other Committee Meetings.
 - UJ's 2017 Annual Report.
- Recommending changes to the Senate committees to the Senate, via the applicable structures, for consideration.
- Approving the following:



- Changes to MEC committees, including the dissolution of committees and establishment of new ones.
- The charters/revised charters of MEC committees.
- The 2019 Year Programme.
- Discussing, reviewing and noting the following:
 - The 2017 Council Workshop report and initiating appropriate actions, as and when required.
 - The reports on campus visits and initiating appropriate actions, as and when required.
 - The report on the VC Consultation with the Senior Leadership Group and initiating appropriate actions, as and when required.
 - The outcomes of the 2017 performance reviews of the Council and its committees, the Senate and its committees and the MEC and its committees.
 - The 2017 attendance of the Council and its committees, the Senate and its committees and the MEC and its committees.

Planning related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The revised Strategic Plan 2019-2025.
 - The UJ and DHET Annual Performance Plans (APP) for 2019.
 - Quarterly progress reports with the implementation of the UJ Annual Performance Plan for 2018.
 - The 2018 Mid-year Report on the Annual Performance Plan, for submission to DHET.
 - The 2018 Mid-year Financial Report, for submission to DHET.
- Approving the key priorities for each MEC portfolio for 2018.

Policies and processes

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The revised Financial Delegation of Authority.
 - The revised Human Resources Delegation of Authority.
 - The revised Financial Policies and Procedures.
 - The revised Policy on Temporary and Fixed-term Appointments.
- Approving the following policies/procedures/processes:
 - The revised Policy for the Management of Staff, Students and Patients who are exposed to Infectious Agents.
 - The Standard Operating Procedure: Searching.
 - The revised Insurance Policy.
 - The revised Business Continuity Management Policy.
 - The revised Policy on Resourcing.
 - The Contract Development Policy and associated Standard Operating Procedure.

Academic, research, and academic administration-related matters

- Recommending to the Council, via the appropriate structures, for consideration, the Enrolment Plan, 2020 to 2025.
- Recommending to the Senate, via the appropriate structure, the 2019 Academic Calendar.
- Discussing, reviewing and noting the following reports:
 - The HEMIS Audit Report.
 - The overview of the Late Enquiry and Registration Process for 2018.
 - The report on the Review of the 2018 Registration Processes.
 - The report on the Analysis of Supplementary Exams.
 - The reports on the 2018 application statistics.

Finance and risk related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The proposed budget for 2019.
 - The proposed CAPEX budget for 2019.

- The 2017 Preferential Procurement Report.
- The 2018 Procurement Plan.
- The updated Institutional Risk Register.
- Recommending the following to the FSCC, for discussion and noting:
 - The provisional review of the draft 2017 Financial Results.
 - The quarterly 2018 Year-to-date Management Accounts.
 - The quarterly reports on the CAPEX and maintenance expenditure.
 - The quarterly reports on the Global Excellence and Stature Project expenditure.
- Considering and approving tenders above R10 million, for recommendation to the FSCC and the PRCC, for ratification (in line with the Financial Delegation of Authority).
- Considering and approving extension of applicable contracts, for recommendation to the FSCC and the PRCC, for ratification (in line with the Financial Delegation of Authority).
- Approving the following:
 - The appointment/re-appointment of employer trustees on the UJ Defined Benefit Pension Fund, the UJ Pension Fund and the UJ Provident Fund.
 - The recommendation that, in the absence of NSFAS loan agreement forms having been issued and signed, UJ make a payment for the rental for students who are residing in privately owned student accommodation, on the understanding that (a) the upfront payment of NSFAS be used for this purpose and (b) the students sign an Acknowledgement of Debt form.
 - The draft 2017 Annual Financial Statements.
 - The internal audit reports.

Commercialisation and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The composition of the UJ Holding Company Board, including the recommended external members to serve on the Board.
 - The proposal that UJ enters into a collaboration agreement, through a Trust, with Vuwa Capital Partners.
 - The recommendation that UJ exits its investment with eyeThenticate and that the winding up of the company should commence thereafter.
 - The recommendation to wind up PTIP.
 - The appointment of directors/UJ representatives on the boards of commercial entities.
- Recommending to the FSCC, for consideration, that UJ accepts an offer to sell all the assets of eyeThenticate.
- Approving the funding requests of commercial entities as well as funding guarantees of one commercial entity.
- Adopting the PTIP Business Rescue Plan (BRP) and supporting the option to auction all of the PTIP assets within one month after the adoption of the BRP.

Infrastructure development, ICT, security and related matters

- Recommending to the Council, via the appropriate structures, for consideration, UJ's counter-funding for the Infrastructure and Efficiency Grant Allocations: 2018/2019 to 2020/2021.
- Approving the recommendations in respect of the management for the Resolution Circle Building.
- Discussing and reviewing the service delivery in the cleaning services environment.
- Discussing and noting the following reports:
 - The reports on privately owned student accommodation.
 - The monthly updates on capital and major projects.

Human resources and related matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The Annual Employment Equity Report to the Department of Labour.
 - UJ's Employment Equity Plan, 2019 to 2021.
 - The proposed mandate for the 2019 salary negotiations.
 - The in-principle agreement reached with the unions on a paternity leave benefit, which would be administered as five days paid leave over and above the existing family responsibility leave benefits.



- Approving the following:
 - The proposed Performance Management Framework.
 - The recommended appointments, in line with the Policy on Resourcing.
 - The requests to access emails of staff members, as and when required.
 - The proposed reorganisation of the Operations Division.
 - The recommendation that, in view of UJ's 20% threshold and the declining membership of SAPTU/NTEU, SAPTU/NTEU be de-recognised. SAPTU/NTEU to be informed that unions that achieved a 15% membership qualified for partial rights (Sections 12, 13, and 15 of the Labour Relations Amendment Act, No. 12 of 2002).
- Approving and recommending to Senex, for ratification, the Selection Panel's recommendations in respect of the appointment of distinguished professors and distinguished visiting professors.
- Reviewing and moderating the 2018 performance review ratings of the executive deans and the executive directors.
- Reviewing the outcomes of 2018 performance reviews for staff below ELG level.
- Discussing and noting the following reports:
 - The bi-annual Employment Equity reports.
 - The quarterly reports on vacancy management.
 - The quarterly reports on staff and remuneration management.
 - The quarterly and annual reports on non-designated appointments.
 - The quarterly reports on UJ Institutional Transformation.
 - The report on the review of the 2017 performance management process and appraisals.
 - The quarterly reports on academic promotions.
 - The quarterly reports on Peromnes 5 and 6 support and service appointments.
 - The quarterly reports on staff establishment figures.
 - The reports on staff wellness.
 - The reports on staff development and leadership programmes.
 - The reports on the Ethics Workshop with the ELG.

Student related matters

- Approving the following recommendations on the appointment of a Student Advisory Council (SAC):
 - That an SAC be appointed in place of Student Representative Council, retrospectively from 1 May to 31 December 2018.
 - That the SAC should comprise the following members: Members of the 2017/2018 UJSRC, the Speaker of the Student Parliament and the chairpersons of the following: the Student Faculty Councils, the Housing Councils, the Sport Councils, the Arts and Culture Councils and the Societies Councils.
- Discussing and noting the feedback from the engagement with the SAC and other student bodies.

Awards

- Approving the following:
 - The Adjudication Panel's nominees for the VC's Distinguished Awards (Teacher Excellence and Research).
 - The recommended candidate for the VC's Distinguished Award for Global Excellence and Stature.
 - The recipient of the VC's Distinguished Award ? Beyond the Normal Call of Duty.
 - The inclusion of an additional VC's Distinguished Awards category, namely the Book of the Year.
 - The recommended recipient of the VC's Distinguished Award: Book of the Year.
 - The recommended appointment of the vice-deans in the various faculties and the college.

Other matters

- Recommending the following to the Council, via the appropriate structures, for consideration and/or noting:
 - The recommended naming/renaming of buildings, structures, etc.
 - The potential candidates for appointment as the UJ Ombud.
- Approving the extension of the appointment of the current UJ Ombud until 30 April 2019.
- Approving the remodelling of Health Services offered by Primary Healthcare Service.





Student Representative Council (SRC) Report

OVERVIEW

Operating context

The term of office of the SRC, which was elected from 29 to 31 March 2017, was from 1 May 2017 to 30 April 2018. However, the SRC elections, which were scheduled for April 2018, had to be postponed due to unforeseen circumstances, including the following:

- Finalisation of the operational details of the SRC elections according to the decisions of Council of 18 September 2014 and 17 September 2015, respectively.
- Finalisation of the provisions of the Electoral Policy, which were put in abeyance, i.e. that 20% of positions on the Central SRC and Campus SRCs should be reserved for contestation by independent candidates, while 80% of the positions should be reserved for contestation by student organisations, and proportional representation.
- Allowing the stakeholders to reflect on a number of issues including electronic vs manual voting, faces of contestants, detailed procedures of elections, formal vs extracurricular courses, etc.
- Providing an opportunity to all stakeholders to attend to any relevant constitutional matter.
- Stabilising student governance before the elections of the 2019 UJSRC.

In view of the postponement of the elections of the 2019 SRC, the University appointed an interim SRC, called the Student Advisory Council (SAC), for the period starting from 1 May 2018 to 31 December 2018. In the main, the Student Advisory Council operated in the place of the SRC, but its decision making was on the basis of consensus. There were 45 members of the SAC: 18 females and 27 males. The SAC comprised the following members: members of the 2017/2018 UJSRC, the Speaker of the Student Parliament and the chairpersons of the following: the Student Faculty Councils, the Housing Councils, the Sport Councils, the Arts and Culture Councils, and the Societies Councils.

From 10 to 12 October 2018, the elections of the 2019 SRC took place under the supervision and management of the Electoral Commission, which in this instance was the Independent Electoral Commission of South Africa (IEC).

Activities of the SRC/SAC

Student Parliament

Prior to the term of office coming to an end on 30 April 2018, the Student Representative Council of the University of Johannesburg convened a Student Parliament, which discussed and took the following resolutions:

- The need for a special meeting or sitting in order for all student formations and individual students to discuss matters related to the SRC Constitution, Electoral and Societies Policies. The matters in question relate to representation, inequality, transformation, electoral procedures and recognition of societies.
- The independence and accountability of the SRC to the student body at large. It was further resolved that no staff member should be allowed to interfere in student matters, particularly as these relate to possible changes in the policies of the SRC including the SRC Constitution.
- Delegation to or representation on Student Parliament should be in line with the outcome of the SRC elections. Student political societies should be represented according to the results of the SRC elections,



for example, if a society won 60% of votes on a particular campus, then their parliament delegation or representation should reflect the 60%.

- The Student Parliament further resolved that the Student Parliament should have or be given powers to discipline and hold accountable members of the SRC. However, this resolution should be subjected to the prescriptions of the SRC Constitution.

SRC Trust Fund

- The SRC Trust Fund assisted deserving students with the initial first payment (generally known as registration fee).
- The SRC Trust Fund assisted 3 275 students.

Student Meal Assistance Programme

- The Student Meal Assistance Programme for 2018 started on 5 February 2018. Gift of the Givers was contracted to provide two meals a day to 9 000 deserving students for 273 days. However, the number of students approved and receiving meals had reached 16 000 at the end of the year. The value of the contract was R15 million.
- In addition, 500 students benefited from the meal packs provided on a monthly basis by Tiger Brands.

2019 SRC elections

- The election of the 2019 SRC took place from 10 to 12 October 2018. However, the 2019 SRC was only finally constituted the following year (2019) instead of in the year (2018) of the elections.

Challenges dealt with by SRC/SAC

- Students distress and attempted suicides
- Abuse of alcohol and drug-related substances
- Safety and security issues on and around the campuses
- Student funding

Conclusion

The UJSRC and subsequently the Student Advisory Council conducted its business with support from the University to both the collective and to individual members.





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- Allowing the stakeholders to reflect on a number of issues including electronic vs manual voting, faces of contestants, detailed procedures of elections, formal vs extracurricular courses, etc.
- Providing an opportunity to all stakeholders to attend to any relevant constitutional matter.
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- The independence and accountability of the SRC to the student body at large. It was further resolved that no staff member should be allowed to interfere in student matters, particularly as these relate to possible changes in the policies of the SRC including the SRC Constitution.
- Delegation to or representation on Student Parliament should be in line with the outcome of the SRC elections. Student political societies should be represented according to the results of the SRC elections,





Student Services Council (SSC) Report

OVERVIEW

The Student Services Council (SSC), an advisory body to the Management Executive Committee and the UJ Student Representative Council, is expected to operate within and in accordance with the provisions of the Charter for Student Services Council approved in 2009. The membership of the SSC is drawn from employees and students from the various student stakeholder bodies. Representatives from Student Affairs, Finance, Revenue and Governance, Operations, Sport, Academic Development and Support, Library and Information Services, Information and Communication Services (ICS), and Campus Directors are expected to attend the meetings, while student representatives are drawn from house committees, day houses, recognised societies, RAG and the SRC.

The SSC was expected to meet at least quarterly; however, in 2018, the meetings had to be postponed because the Student Representative Council, which later was replaced by the Student Advisory Council (SAC), did not avail itself of the meetings. The prescribed quorum of 50% plus one member, and subject to the majority of members present being student members, could not be reached.

However, in an effort to ensure that crucial matters were attended to, alternative meetings were convened with the representatives of the SRC/SAC and relevant divisions, depending on the respective issues to be dealt with. Moreover, Student Affairs held campus and constituency meetings with student leaders to attend to crucial matters, and also to consolidate advice for the Management Executive Committee.

The campus meetings took place on the following dates, at:

- Auckland Park Bunting Road Campus on 1 March 2018, and 17 August 2018.
- Auckland Park Kingsway Campus on 9 March 2018, and 24 August 2018.
- Doornfontein Campus on 13 March 2018, and 3 August 2018.
- Soweto Campus on 8 March 2018, and 16 August 2018.

In addition to the campus meetings, meetings for consulting different constituencies like SRC, house committees and Students with Disabilities were held as follows:

- Meetings between the Student Affairs Management Team and the SRC/SAC took place on 26 January 2018, 23 February 2018, 16 March 2018, 2 November 2018, and 8 November 2018.
- Meetings between the Student Affairs Management Team and the House Committees took place on 2 March 2018, and 18 May 2018.
- Meetings between the Student Affairs Management Team and the representatives of Students with Disabilities took place on 6 March 2018, 16 May 2018, and 27 July 2018.



Matters discussed and considered at the meetings

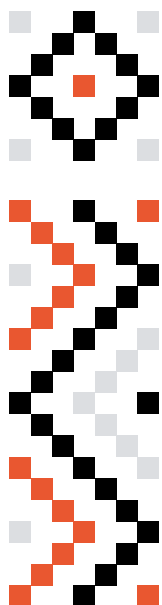
The meetings considered a number of governance projects and operational matters, including the plan for and the process of the 2019 SRC elections.

Furthermore, it considered progress with regard to interventions aimed at assisting students, namely, support for students with disabilities, allocation of the SRC Trust Fund, the Student Meal Assistance Programme and progress with regard to the process of accrediting privately owned student accommodation. It also attended to the issues of safety and security of students on and around the campuses, and maintenance of student residences.

Conclusion

Having experienced challenges with convening meetings of the Student Services Council, Student Affairs intends to review the SSC Charter and also conduct an awareness programme among the student members of the SSC. We will also impress on the student leaders the importance of attending the governance structure meetings, including putting forward agenda items for consideration and discussion.





Institutional Forum (IF) Report

OVERVIEW

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute. The IF held four ordinary meetings, as well as three special meetings to consider recommendations from selection committees on senior management appointments, in order to provide advice to the Council on such recommended appointments. The dates of meetings were as follows: 12 February 2018, 22 March 2018 (special meeting), 21 May 2018, 7 June 2018 (special meeting), 13 August 2018, and 29 October 2018.

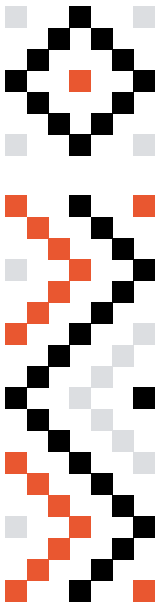
The following matters of importance were noted, discussed, supported or considered by the IF:

- Supporting and recommending to Council, the revised Charter of the IF, for approval.
- Advising Council that the in-principle agreement reached with the unions on a paternity leave benefit, which would be administered as five days paid leave over and above the existing family responsibility leave benefits, is supported.
- Supporting the proposed Schedule of Business of the IF according to themes.
- Advising the Council on the appointment of the following Executive Leadership Group members:
 - Deputy Vice-Chancellor: Operations and Information and Communication Systems (ICS) (subsequently renamed Chief Operating Officer (COO)).
 - Deputy Vice-Chancellor: Finance (subsequently renamed Chief Financial Officer (CFO)).
 - Extension of the contract of the Executive Director: Academic Development and Support with a further two years until his retirement age of 65.
 - Executive Dean: Faculty of Health Sciences.
 - Executive Dean: Faculty of Engineering and the Built Environment.
 - Executive Director: Financial Governance and Revenue.
 - Executive Director: Operations.
- Advising that a follow-up discussion should take place to monitor the progress made regarding the new initiatives undertaken by the Directorate: Protection Services to improve campus security across the UJ campuses.
- Advising that it should be determined whether visually impaired students could be assisted at SWC, instead of APK.
- Recommending to the Division: Student Affairs that consideration should be given that a term of five years, rather than three years, be implemented for those POSA establishments that met the UJ accreditation requirements for the accommodation of its students, subject to their maintaining the required performance.
- Advising that once finalised, the Draft Charter of the Risky Student Behaviour Committee should be submitted to the IF, for comment.



- Advising that reports from the Risky Student Behaviour Committee should be submitted to the IF, for discussion and noting.
- Discussing and noting the following outcomes, presentations or reports:
 - Outcomes of the (a) IF 2017 performance review and (b) 2017 MEC Corporate Governance Responsibilities for 2017 review.
 - The Vice-Chancellor's presentation on his vision for UJ.
 - The report on the Breakdown of Publications per Designated Group of Researchers.
 - The profile of UJ authors and co-authors of research publications.
 - The retention initiatives applied to instruction/research professional staff.
 - The trend line on the growth in the salaries of academic and support staff.
 - The restructuring of professor positions.
 - The report on the Senior Leadership Profile per Race/Gender.
 - The Human Resources and Transformation Report for the period 1 January to 20 September 2018.
 - The report on Individual Employment Relations Case Management Matters for the period 1 October 2017 to 30 September 2018.
 - The UJ Employment Equity Report for submission to the Department of Labour.
 - The UJ Employment Equity Plan for the period 2019 to 2021.
 - The UJ Culture Survey Learnings and Feedback Report.
 - The presentation on decolonisation.
 - The quarterly achievements against the 2018 UJ Annual Performance Plan (APP).
 - The DHET Annual Performance Plan 2018 mid-year data.
 - The nominations for the naming of UJ spaces and buildings.
 - The UJ Institutional Transformation Report.
 - The report from the MEC Transformation Committee.
 - The report from the Multilingual Language Services Office.
 - The report from the Division: Student Affairs.
 - The report from the Risky Student Behaviour Committee on Drug Abuse.
 - The alignment of student disciplinary penalties to university processes.
 - The Progress Report of the 2018 SRC Elections.
 - The report on Gender-based Violence.
 - The report on Lesbian, Gay, Bisexual, Intersex and Questioning.
 - The Community of Practice Forum of IF Chairpersons.
 - The Guiding Principles for Strengthening Institutional Forums.
 - The Draft Guiding Principles for Strengthening Institutional Forums.
 - The presentation 'Towards the establishment of IF Community of Practice'.
 - The presentation 'Ministerial Transformation Oversight Committee in Public Universities'.
 - The presentation on disability management at UJ.
 - The South African Human Rights Commission Report on Transformation at Public Universities in South Africa as well as the UJ Improvement Plan.
 - The quarterly reports from the Institutional Office for HIV and AIDS.
 - The presentation on the Campus Security Plan.
- Conducting an online IF performance review for 2018.
- Conducting an electronic performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2018.





Convocation Report

Participation in the events and activities of the Convocation has not been satisfactory over the past few years. One reason for this is the fact that many of the Convocation members are situated outside Johannesburg and even outside the country. In order to increase participation, we have been exploring platforms for online engagements with and between alumni.

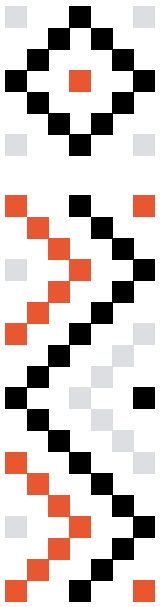
The Constitution of the Convocation was revised to *inter alia* accommodate the online elections of members of the Executive Committee (Exco) of the Convocation, emphasising the expected code of conduct of members of the Exco of the Convocation; to clarify conditions for the termination of members of the Exco of the Convocation; to explicate the eligibility criteria of members of the Exco of the Convocation; and to increase the quorum of the Convocation from 40 to 200.

Irregularities relating to the unethical conduct of the President of the Convocation Council led to the termination of his membership on the UJ Council, his suspension as President of the Convocation and the dissolution of the Exco of the Convocation.

Linked to the strategy to increase participation, an extensive campaign was launched to increase awareness about the UJ Convocation and to request members to update their contact details.

The Annual General Meeting was held on 4 October 2018 with an inquorate attendance of 122. Matters that were discussed include the revised Constitution and the dissolution of the Exco of the Convocation.





Statement on Risk Management

OVERVIEW & CONTEXT

Over the past ten years, the University of Johannesburg has developed its risk management processes into a sustainable process that plays a crucial role and informs key decisions taken by management.

Each faculty and non-academic/professional support service division is required to analyse, assess, evaluate and rate its operational and strategic risks on a continual basis. Comprehensive electronic risk registers are maintained and presented to the MEC Risk Management Committee (RMC) every quarter. Risk Management also facilitates ongoing emerging risk reviews and management discussion by compiling relevant information from both internal and external sources. Emerging risks that are identified and considered material are further assessed and monitored.

Risk management is an integral part of the annual performance criteria of the Executive Leadership Group. The University's risk management process requires members of the Executive Leadership Group to formally consider and evaluate their respective identified risks, the related ratings, internal controls, and mitigating strategies throughout the year, in order to ensure that the risks remain valid and up to date, and to maintain an effective risk management and internal control environment. Each environment is required to present their risk register on a rotational basis to the RMC. The RMC reviews the risk registers, scrutinises key risks facing the University and considers whether those risks are appropriately managed.

The internal and external auditors evaluate the listed risks and the risk ratings during each audit. Any amendments suggested by the auditors serve at the RMC for consideration, which in turn ensures that the mitigating strategies and internal controls for all the listed risks are continually revised and updated. The minutes of the RMC, as well as the updated Institutional Risk Register, serve at the Management Executive Committee (MEC) for deliberation and consideration, after which the final Risk Register is considered by the Audit and Risk Committee of Council (ARCC), followed by the Council of the University of Johannesburg.

POLICY FRAMEWORK

An institutional risk management policy, strategy and methodology have been developed, considered and approved, consisting of the following:

- Risk Management Policy
- Risk Management Strategy
- Risk Management Objectives
- Risk Management structure and subsequent roles and responsibilities
- Scope of authority with reference to the RMC, MEC, ARCC, and Council
- Framework for risk identification and risk categories
- Definitions and descriptions of the various risk categories
- The risk management cycle and updating of this cycle



- Performance management processes, that is, identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.
- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

The updated Risk Management Policy was reviewed during the course of 2018 and is pending final MEC approval.

INSTITUTIONAL RISKS

Management of academic risks

The management of risks in general is reflected in the relevant sections of the Annual Report. The management of academic risks is reflected in the Senate Reports to Council related to teaching and learning, research and innovation and the performance of faculties. The Report on Academic Development and Support reflects all the risk mitigation interventions in this regard.

Management of financial risks

In addition to the annual external audits, the ARCC is assisted in its oversight role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the ARCC. The Financial Risk Register is also submitted to the Financial Sustainability Committee of Council.

Further information pertaining to financial risks is provided in the final section related to financial sustainability.

Management of operational and other risks

Potential risks are regularly identified, reviewed, evaluated and reported to the RMC in order to highlight any potential focus areas. Each portfolio report reflects the management of the institutional risks, as well as the management of operational risks.

The Risk Register for the Operations Division is also presented to the Projects and Resources Committee of Council (PRCC) for review.

The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposing of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and the ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified.

Ensuring business continuity

Business continuity plans for all faculties and divisions are incorporated within the Risk Management Framework. Suitable and cost-effective business continuity plans have been developed as a result of business impact analyses and strategy workshops and are updated on a regular basis.

These plans are readily available for use in the event of a disaster or major disruption to business activities, and include an element of component testing, utilising a hypothetical situation to validate the recovery of individual components of the plans, continuing to ensure that all stakeholders remain prepared and up to date with the process and to ensure capability and capacity to deal with disasters or major disruption to business activities.

The updated Business Continuity Policy and Procedure, which supports the documented plans, was reviewed during 2018 and is pending approval.

Fraud prevention

The University of Johannesburg acts proactively in addressing unethical behaviour, theft, fraud or related activity to mitigate fraud and misconduct.

The independently managed UJ Ethics Hotline is in place with the aim of enhancing an honest work ethic and simultaneously providing employees with a mechanism to bring any unethical business practices to the attention of management. The hotline operates 24 hours a day for 365 days a year. The University receives regular analysis of the calls, and investigations are launched, where necessary.

The University's Fraud Prevention Strategy was formalised and documented during 2018. The implementation of the Fraud Prevention Strategy, which outlines the University's focus on and commitment to the reduction and possible eradication of incidences of fraud and misconduct, also confirms UJ's commitment to legal and regulatory compliance.

The Fraud Prevention Strategy includes the implementation of an electronic and comprehensive Fraud Risk Register to assess and report on potential fraud risks, mitigating controls, effectiveness ratings as well as improvement plans. Regular discussions are held with executive directors and heads of departments within the University's support divisions to ensure that the Fraud Risk Register is up to date and complete. The Fraud Risk Register is presented to the RMC on a quarterly basis for review.

Insurance

The University manages the insurable risks relating to all aspects of the University by way of a comprehensive insurance programme. This includes the insurance of assets, property and public liability. Insurance cover required, likely exposure and the risk profile are reviewed annually and the necessary adjustments included in the renewal evaluation.

A quarterly claim report is distributed to the RMC and the Executive Leadership Group so that they can assist with the process of managing and mitigating the risk pertaining to loss or damage to assets. An updated Insurance Policy was finalised and approved by the MEC during 2018. Due care guidelines pertaining to assets are regularly communicated to staff.

Internal audit

The University makes use of an outsourced internal audit function that complies with the principles of King IV.

The ARCC approves the scope of work pertaining to the Internal Audit Plan on an annual basis and provides an oversight role in this respect.

The internal audit function provides independent, objective assurance designed to add value and improve the University's operations by examining the systems, procedures and controls and identifying those areas considered as high risk.

Internal audits are performed on various divisions throughout the University on a regular basis in order to verify the effectiveness of the overall institutional and operational risk mitigation processes and controls and to assist in identifying impending areas of concern.

The ARCC reviews these reports as part of the oversight role in terms of evaluating the effectiveness of processes and controls.

External audit

The University appointed PricewaterhouseCoopers (PwC) as its external auditors for a period of three years, commencing January 2018. Both Management and the ARCC approved the client service plan for the year ending 31 December 2018.

Internal administrative and operational controls

The system of internal controls at the University of Johannesburg consists of a number of policies, procedures, approved delegations of authority, as well as automated processes, of which the purpose is to provide reasonable assurances regarding the mitigation of risks and to support the University's vision, mission, core values, strategic goals and objectives, particularly relating to the following:

- Effectiveness and efficiency of operations
- The provision of reliable financial information in accordance with financial reporting standards
- The safeguarding of assets, information and resources
- Compliance with relevant laws and regulations
- Compliance with the Code of Conduct

Internal control objectives include measures to ensure completeness, accuracy and proper authorisation in relation to documented organisational structures, setting out the division of responsibilities, as well as established policies and procedures, including a code of conduct and value statement being communicated throughout the University to foster a strong ethical climate. Delegations of authority and authorisations are automated throughout the UJ systems to ensure compliance.

The ARCC is aware of the fact that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls, but accepts that even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Therefore, various risk management, and external and internal audit processes are in place to identify and assist in the mitigation of potential weaknesses in the application of internal controls.

Policies and procedures are documented, reviewed and regularly updated to ensure relevance and completeness. All policies are approved by the relevant oversight structures and made available on the intranet to employees of the University.

An evaluation of the 2018 internal controls reflected that many areas are only partially effective. However, follow-up and corrective actions are taken to address control deficiencies, and improvements pertaining to systems have been implemented, where identified.

Potential risks and areas of improvement related to internal controls are managed on an ongoing basis in the form of reports and reviews.

Identification and assessment of risk

Good risk management is fundamental to effective corporate governance. A thorough understanding of the University's risk appetite, in the pursuance of its objectives, together with those strategies employed to mitigate those risks, is thus essential for a proper appreciation of the University's affairs by the Council and Executive Leadership.

Risk management is ultimately about proactively identifying and understanding the potential threats, actions or events that will adversely or positively affect the organisation's ability to achieve its objectives, then managing, monitoring and reporting on these risks and opportunities.

The process for the identification of risk is an objective driven process that assesses the impact that risks would have on the achievement of the objectives of the University. To achieve and facilitate the above, clearly defined responsibility structures for the risk management process within the University have been established.

By way of regular reviews and reporting, potential risks are identified, rated in terms of likelihood prior to, and post implementation of existing controls, and the anticipated impact assessed. In addition, opportunities for improvement of processes and controls are identified and aligned with such assessments.

Institutional risks identified

The following material institutional risks were listed on the University of Johannesburg's Risk Register for 2018 (with an inherent rating of 15 or above), and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

Table 3: Institutional risks

Risk Area	Risk Title	Mitigating Controls	Planned Actions
Academic risks	Inadequate on-time completion of undergraduate and postgraduate studies coupled with research delivery	Regular tracking and reporting of progress; comprehensive student support strategies, including mentorship; continuous efforts to secure funding.	Development of postgraduate tracking and monitoring system.
	Dishonesty of students and staff	Automated plagiarism tools; communication and implementation of codes of conduct and academic integrity campaigns; declaration of interest disclosures; whistle-blowing policy and ethics line; disciplinary procedures.	
	Loss of experienced staff due to retirement	Advance recruitment of replacement staff; teaching relief for staff working on research projects; negotiation of extended contracts beyond retirement age.	
	Increased workload of staff related to the introduction of online programmes (postgraduate level)	Effective support and management of increased workload; additional funding sourced for temporary staff.	
Operational and administration risks	Cyber security	Access review and regular scanning of systems environment; secure firewall implementation; regular information security awareness communications; back-up and off-site storage of critical data and systems configurations; secure password formats.	Additional Systems Access Control Review; development of a physical security procedure; implementation of recommendations of cyber security assessment; development of cloud services procedure; implementation of email security check solution; expansion of the implementation of the sonic wall WAF to all the websites; development and implementation an IT device management procedure; implementation of space committee.
	IT integration, administration and other support from NSFAS Central	Internal assessments of NSFAS funded students and own project plan; continuous engagement with NSFAS.	
	Governance of commercial entities	Review of reconciliations; revision of processes to manage conflict of interest; restructuring of entities, where required; tax compliance assessments.	Evaluation and funding criteria; internal audit reviews; regular performance measurement against targets; review of business, finance policies and procedures to align with best practice and to align with legislative changes.



Risk Area	Risk Title	Mitigating Controls	Planned Actions
Reputational risks	Reputational risk related to false reporting on social media	Monitoring and regular reporting of social media posts; social media operating procedures aligned with strategic communication and risk management documents.	
Financial risks	Financial sustainability of the University	Forward cover and provisions; additional focus on bursary funding and third-stream income; five-year financial plan to include all factors in terms of changes in funding; continuous engagement with NSFAS; strategies to manage operational costs.	Analysis of current expenses, strategies and contract management in an effort to reduce expenditure; analysis and management of remuneration cost; development of foreign exchange exposure management strategy; review of staff structures within support divisions.
	Financial and infrastructure development challenges as a result of administration processes at CoJ	Continuous engagement with CoJ; installation of own water and electricity meters to track usage; ensure accurate allocation and tracking of payments internally to assist with reconciliations.	
	The impact of the regression of UJ's BBBEE Scorecard	Procurement processes aligned with B-BBEE strategy; migration of suppliers to web-based portal to validate B-BBEE ratings.	Regular sessions with champions until B-BBEE renewal process is finalised; personalised communicate to all active suppliers to migrate to the web portal online registration system.
Infrastructure and campus facilities	Insufficient and appropriate, safe and functional learning and teaching spaces	Assessment of student residences; implementation of campus structural review plan and infrastructure plan; redesign and improvement of Wi-Fi connectivity; creation of project management office.	Revamp/upgrade of UJ residences and lecture venues; structural review of the UJ Campus Master Plan; assessment of lecture venues in alignment with the Fourth Industrial Revolution.

The heat map on the following page indicates the overall evaluation of the institutional risks identified during 2018, the inherent risk identified and the potential impact prior to the implementation of the necessary controls and mitigating action plans.

The aggregated data points on the risk heat map are based on the risk rating (which is the product of impact and likelihood, each on a scale of 1 to 5). Each applicable risk is ranked from 1 to the number of risks in a risk register and the risk ranking is displayed on the heat map report based on the rating.

Combined assurance

In line with the University's objectives and business strategy, a combined (integrated) assurance model has been implemented in conjunction with the Risk Management Policy to facilitate optimal assurance coverage obtained from management, corporate functions and independent assurance providers, on the risks and exposures affecting the University. Findings, risks and progress updates will be presented at the RMC on a quarterly basis.

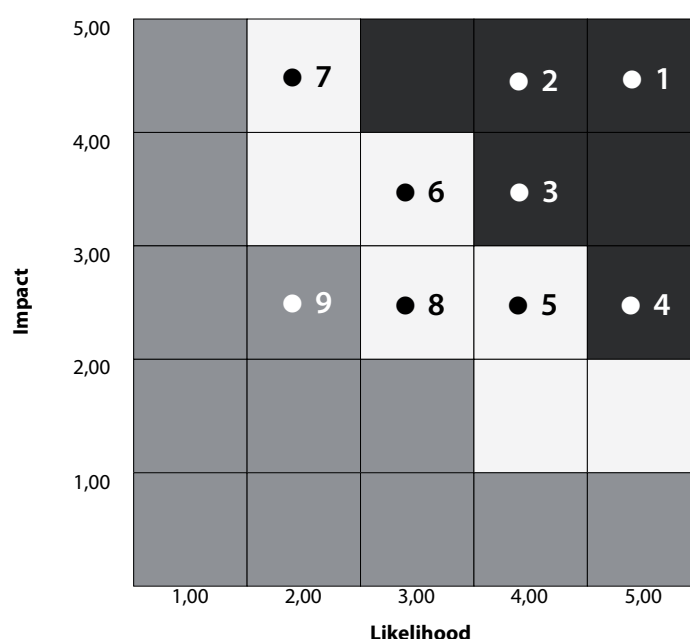


Figure 1: Heat map

- Point 1: IT Integration, administration and support from NSFAS Central; governance of commercial entities
- Point 2: Cyber security
- Point 3: Dishonesty; loss of experienced staff members; ineffective administration at CoJ; financial sustainability of the University; inadequate management of research time of postgraduate studies; Increased workload of postgraduate staff; reputational risks relating to social media reports; inadequate on-time completion of undergraduate study programmes
- Point 4: Functionality of learning spaces
- Point 5: Burnout of staff; contracts and compliance; curriculum development and delivery; efficiency of support departments; EE targets in academic environment; protection of research data
- Point 6: Lack of business intelligence; poor indoor air quality; safety and security; student protest; Regression of B-BBEE Scorecard
- Point 7: Loss of professional body accreditation
- Point 8: Dropout rate from year one to year two
- Point 9: Decline in food safety compliance

A robust combined assurance model will support the King IV Code on Corporate Governance recommended guidelines to provide appropriate assurance of good corporate governance, and specifically, the introduction and evidencing of combined assurance. By way of the application of the principles set out in King IV, with specific regard to the combined assurance model, there will be a clear level of risk ownership between the lines of defence within this revised model. The application of this model will ensure the enhanced independence between assurance providers, and will place greater emphasis on providing reliable internal and external reporting.

The Policy on Integrated Assurance was drafted during the course of 2018 and is pending approval. This framework is to be used for the purposes of planning and recording the outcomes of assurance provided by management, corporate functions, and internal and external assurance providers across business processes associated with identified business risks and exposures, and will be utilised in conjunction with the University's Strategy and Risk Management Policy. The University plans to roll out controlled self-assessment and continuous controls monitoring tools, to assist with the process of combined assurance and further enhance and optimise the risk management processes during the coming year.

Audit and Risk Committee structure and duties

Mission and goals of the Audit and Risk Committee

The ARCC assists Council in executing its functions in accordance with the vision, mission, and core values of the University, the approved strategic objectives and the principles of corporate governance, within the legal and management framework of the University.

The ARCC provides assistance to Council with regard to at least the following:

- Ensuring compliance with applicable legislation and the requirements of regulatory authorities;
- Matters relating to financial and internal control, accounting policies, statutory reporting and disclosure;
- Internal and external audit policies;
- The activities, scope, adequacy and effectiveness of the internal audit function and audit plans;
- The assessment of all areas of financial risk and the management thereof;
- Review/approval of external audit plans, findings, problems, reports and fees;
- Review of the UJ Risk Register, risk management and governance;
- Compliance with the Code of Conduct.

Audit and Risk Committee of Council (ARCC) composition and functions

The ARCC functions in accordance with the authority delegated to it by Council to ensure that internal control systems, information systems, accounting practice, external financial reporting, enterprise risk management and corporate governance of the University are continuously adequate and effective.

The ARCC:

- Assesses its performance at the last meeting of the year, in accordance with the performance management system approved by Council;
- Considers and monitors the functionality of the ARCC in terms of the following fiduciary directives: policy, strategy, risks, performance, innovation, sustainability and transformation;
- Assesses and advises whether the capacity and capability in terms of the required skills (including leadership) are adequate to mitigate the risks within the following divisions:
 - Academic Administration
 - Finance
 - Information and Communication Systems
- Performs other matters delegated to the ARCC by Council.

Risk Management Committee (RMC)

The RMC is a subcommittee of the MEC and functions in accordance with the authority delegated to it by the MEC. When appropriate, the recommendations made by the RMC and approved by MEC are submitted to the ARCC and finally to Council for approval.

The RMC assists the MEC to facilitate management excellence, efficiency and effectiveness. The overall goal – in consultation with the relevant line managers and committees – is to identify and mitigate risks, with specific reference to: academic risks; financial risks; physical, operational, occupational health and safety risks; human resource risks; technology and information management risks; compliance risks; and reputational risks.

REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)

Composition and attendance

The RMC is appointed by the MEC and consists of the following members:

- Chief Financial Officer (Chairperson)
- Deputy Vice-Chancellor: Employees and Student Affairs
- Deputy Vice-Chancellor: Academic/Representative
- Chief Operating Officer (Deputy Chairperson)

- Registrar
- Senior Executive Director: Office of the Vice-Chancellor
- General Counsel
- Executive Director: Human Resources and Transformation
- Executive Director: Information and Communication Systems
- Executive Director: Financial Governance and Revenue
- A risk management specialist nominated by the MEC
- Two executive deans nominated by the executive deans
- Two additional executive directors nominated by MECO
- Co-opted members from divisions/clusters/faculties when necessary
- Invited members: representative internal and external auditors and additional invitees as the committee deems fit.

MEC RMC meeting dates

RMC meetings were held on the following dates in 2018:

- 5 March 2018
- 17 May 2018
- 6 September 2018
- 8 November 2018

Matters of significance discussed, considered and approved, noted by the RMC

- Supporting and recommending the following to the MEC: the Charters of the RMC, and the UJ Event Safety and Security Committee; the Proposed Standard Operating Procedure for Security Searches; the Event Safety and Security Standard Operating Procedure; the Risk Management Implementation Plan for 2019.
- Considering and supporting issues around specific UJ policies as well as security matters.
- Additional risks were reviewed and added to the Institutional Risk Register, for submission to the MEC, for discussion and recommendation to the ARCC and for consideration and recommendation to the Council, for approval.
- Additional risks were added to the risk registers for support divisions as well as to the Fraud Risk Register.
- Various reports were presented and several issues were resolved and/or noted for follow up, including a report on the assessment of UJ's combined assurance environment and areas of importance relating to the Whistle-blowing Report and Report on the Ethics Line.

REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL (ARCC)

Composition

The ARCC is composed of members who are independent of the University Executive Management and free from any business or other relationship that could materially interfere with exercising their independent/objective judgment as member of the ARCC. The Committee consists of the following members:

- Chairperson of Council (ex officio).
- Chairperson: an external council member with proven financial expertise is appointed by Council as the Chairperson of the ARCC. When the Chairperson is absent, he/she will, in consultation with the Vice-Chancellor and Principal, appoint an external Council member to act as Chairperson.
- At least two additional external members of Council, with collective expertise in:
 - Financial and sustainability reporting
 - Internal financial controls
 - External and internal audit process
 - Corporate law
 - Information technology
 - Enterprise risk management

- The Vice-Chancellor and Principal.
- An external expert who is not a current member of Council may be co-opted to the Audit and Risk Committee as approved by Council.
- **Invitees** (Invitees will not be able to vote):
 - Chief Financial Officer
 - One additional Deputy Vice-Chancellor nominated by the MEC
 - The Registrar
 - Senior Executive Director in the Office of the Vice-Chancellor
 - Any other member of the Management Executive Committee nominated by the MEC (as it deems fit) as an additional invitee, subject to the approval of the ARCC
 - External auditors
 - Internal auditors
 - Executive Director: Financial Governance and Revenue
 - Executive Director: Expenditure
 - Representative from the Office of the Auditor-General of South Africa
 - Additional internal member(s) of Council appointed by Council as invitee(s) as recommended by the Executive Committee of Council and approved by Council
 - The Chairperson, in consultation with the Vice-Chancellor and Principal, may invite persons to attend a meeting for a specified purpose related to the relevant agenda, provided that they may participate in discussions but may not participate in decision making.

Meeting dates

ARCC meetings were held on the following dates in 2018:

- 18 April 2018
- 15 August 2018
- 10 October 2018

The following matters of importance were discussed and recommended to the Council, where appropriate:

- The Charter for the ARCC
- The Consolidated and Separate Financial Statements for the year ended 31 December 2017
- The Institutional Risk Register
- The Going Concern Consideration for 2017
- The 2017 Audited UJ Annual Performance Plan
- The 2018 Risk Management Implementation Plan
- Recommendation to appoint Deloitte as internal auditors for a three-year term from 1 January 2019 to 31 December 2021
- The agreed-upon procedures engagement in respect of issued, cancelled and duplicated certificates of UJ for 1 January 2017 to 31 December 2017

The following was submitted for approval:

- The ARCC Annual Performance Plan 2018 and ARCC Schedule of Business
- The PwC Client Service Plan for the year ending 31 December 2018, as well as the audit fees and fees for scope changes and overruns
- The 2017 Statement on Risk Management
- The recommendation that PwC should be appointed as the auditors for eyeThenticate (Pty) Ltd and Million-up Properties
- The External Audit Plan for the UJ Subsidiaries and agreed-upon procedure audits for the year ended 31 December 2018
- The proposed SNG Grant Thornton audit fees for the 2018 audit
- The Internal Audit Plan for the year ending 31 December 2019
- The proposed Deloitte audit fees for 2019

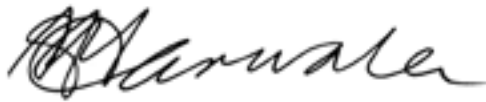
Various reports were presented and several issues were resolved and/or noted for follow up.



Nolwazi Mamorare (Ms)
Chief Financial Officer



Zanele Matlala (Ms)
Chairperson: Council Audit and Risk Committee

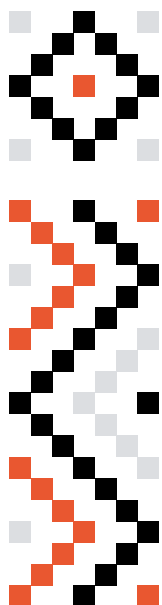


Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal



Mike Teke (Mr)
Chairperson of Council





Transformation

OVERVIEW

The University of Johannesburg entered a new phase in 2018 with the appointment of the new Vice-Chancellor and Principal, Prof Tshilidzi Marwala. The new Vice-Chancellor took up the reins amidst the challenge of the announcement on free higher education by former President Jacob Zuma. This announcement emanated from the student protests since 2015, such as #FeesMustFall, #OutsourcingMustFall and other protest actions. These social justice protest actions required universities to respond decisively. Implementing free higher education brought serious challenges to the higher education sector, and during 2018, much attention was focused on managing this process successfully.

The announcement of fee free education has not brought relief to senior students, who in 2018 were excluded from this dispensation. The University has managed to minimise potential student unrest resulting from the lack of funding through the 'missing middle' fundraising interventions. We are continuously monitoring student debt and also assisting students with other possible external funding.

A strong institutional culture remains essential to the University's long-term success and to sound stakeholder relationships. The approach to strengthening the University's culture has been multi-pronged. In addition to a clear tone from the top, the University has focused on actively engaging employees, anchoring UJ values and beliefs in all people processes, and embedding UJ values in business processes, practices and policies. During 2018, interventions also continued with faculties and divisions that were identified in 2017 as areas in need of improvement. Surveys conducted within these environments showed positive improvement.

The issue of decolonisation continues to play a pivotal role in curriculum transformation at the University. A total of 66% (cumulative target) of undergraduate programmes have incorporated decolonisation to varying degrees, as reported by the faculties. A survey of the detailed reports submitted by faculties indicates that demonstrable progress has been made, a clear indication that the transformation of the curriculum is in line with the decolonisation imperative and has been at the centre of academic debates.

UJ continues to achieve well beyond expectations because of the contributions and commitment of our academic and professional support staff, under the leadership of our senior and executive leaders, and because of what each employee and student brings to UJ. UJ continues to confirm that, in the face of difficulties and uncertainties, we collectively rise to the challenge, by providing a caring, excellent university experience for our students and staff.

The Transformation Unit is responsible for leading and facilitating transformation at the University. This report presents our institutional activities during 2018 and is structured according to the themes contained in the Institutional Transformation Plan.



INSTITUTIONAL TRANSFORMATION PLAN

The Institutional Transformation Plan (ITP) 2016-2021 has seven major themes that are linked to the UJ Strategic Objectives 2025. The themes are:

1. **Institutional culture** – Creating an institutional culture that is transforming, Pan-African, diverse, caring and values-driven.
2. **Employment equity** – An employment strategy that ensures representivity of the country's population groups, genders and people with disabilities.
3. **Staffing and leadership profile** – A talent management strategy that will ensure that the University has the "right people with the right skills in the right jobs at the right time".
4. **Governance and management** – Systems, procedures and structures – efficiency and effectiveness in terms of people, processes and systems and technology.
5. Teaching, learning and knowledge production – Decolonisation, curriculum reform and mode of delivery.
6. **Relationships with students** – Improving services to students, effective communication with students and addressing student hunger.
7. **Financial sustainability** – Securing financial sustainability of UJ.

For each theme, a set of objectives has been formulated, as well as a strategy to achieve each of these. The University has made significant progress in achieving these objectives.

THE TRANSFORMATION UNIT

Since 2017, the Transformation Unit has reported to the Human Resources Division (HR), responsible for addressing transformation challenges in both the employee and student domains.

Institutional culture, which has been a strategic focus of the University of Johannesburg since 2008, remained a priority during 2018. Various interventions and initiatives took place with staff and students to continue building an inclusive and cohesive culture. The main theme for 2018 was 'Social inclusion and wellbeing'. In terms of students, the focus was on establishing a culture of human rights within our residences. Interventions were done with house committees and first-year students. The dialogues focused on residence traditions, understanding LGBTQI aspects and risky student behaviour. In terms of residence traditions and practices, the aim was to challenge them to move away from the old traditions and practices and to promote instead the values of inclusivity, respect and equality.

Leadership culture plays a significant role, and therefore, creating an enabling leadership culture is key. To enable a positive leadership culture, the focus was on creating a shared direction, shared values and alignment and commitment to transforming the institutional culture in support of global excellence and stature (GES).

The Unit continued to promote the transformation agenda by creating awareness and playing an advocacy role. It also supported the call by the Department of Higher Education and Training (DHET) and Universities South Africa (USAf) to celebrate significant days and events to promote social cohesion and inclusion.

Purpose

The purpose of the Transformation Unit is to lead and coordinate institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ vision and strategic objectives and the enhancement of global excellence and stature.

Strategic objectives

In responding to the UJ Strategic Objectives 2025, the Unit identified the following five strategic objectives for its work:

- Facilitate the implementation of the Institutional Transformation Plan, which is aligned to the UJ Strategic Objectives 2025;
- Navigate cultural transformation that is inclusive and adheres to the principles of human rights, and where

people from all over the world and of diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust;

- Create an enabling leadership culture that creates a shared direction, shared values and alignment and commitment to transform the institutional culture in support of global excellence and stature (GES);
- Advance the transformation agenda in all UJ environments through creating awareness and playing an advocacy role;
- Support DHET and USAf projects and significant days/events to promote social cohesion and inclusion and human rights.

Relationship building and collaboration

The Transformation Unit met with various faculties and divisions to build relationships and to support them with challenges within their domains. Owing to the need for close collaboration on various projects, the Unit regularly meets with Student Affairs, the Institutional Office for HIV and AIDS, Primary Healthcare, the Department of Strategic Communication (Faculty of Humanities) and UJ Arts & Culture (Faculty of Art, Design and Architecture).

The Unit also established a close relationship with student societies, such as the LGBTQI Society and the UJ Debating Union, and collaborated on programmes during Diversity Month and the USAf campaign. The Transformation Unit sees value in these partnerships and will continue to build on this approach.

Transformation newsletter

The Transformation Unit publishes an annual newsletter at the end of the year. The newsletter is an overview of work done by the Transformation Unit, but also reflects work done by the broader UJ community. Many of the articles are written by academics, sharing the work they have done in collaboration with the Unit.

THE INSTITUTIONAL TRANSFORMATION PLAN

In the following sections, activities relating to transformation at UJ during 2018 will be presented as aligned to the seven themes from the Institutional Transformation Plan.

THEME ONE: INSTITUTIONAL CULTURE

Culture Dipstick Survey

The 2016 Culture Survey results indicated that across the University, UJ staff felt a strong connection to the University and to academic life in general. However, the UJ community also identified some areas where there was a need for greater focus, improvement and effort. To address this, in 2017, the Transformation Unit worked with many environments to unpack the results of the 2016 Survey. Interventions were done in some areas to address issues that had been identified.

The Management Executive Committee (MEC) requested that in 2018 a dipstick survey be conducted within the six environments that had shown the lowest scores during 2016, to determine their current state. The design of the short survey was done in collaboration with JvR Psychological Consulting, and in consultation with the internal stakeholders.

The Survey was conducted during September 2018. Preliminary reports were submitted in October 2018. The Unit was requested to do a comparative analysis to indicate improvement since the Culture Surveys of 2014 and 2016. The results of the survey indicated improvement in five of the six environments. Final reports were generated and feedback was provided to the ELG members concerned.

Interventions

The Unit facilitated interventions in the Divisions of Internationalisation, UJ Sport, Finance Expenditure, ICS, and the Faculty of Education, assisting them to improve aspects that were highlighted through the Culture Survey unpacking sessions.

Change management

Sessions with Operations – Insourced staff

Upon request by the Senior Director: Campuses, the Transformation Unit conducted seven change management workshops from February to July 2018 with insourced staff on all four campuses, including staff on the APK sports fields. The purpose of the sessions was to create awareness of the UJ culture, values, human rights, HR processes and policies, and health and wellness offerings. The sessions were positively received and well attended. Participants highlighted some of the challenges they face in their day-to-day work, such as a lack of respect from students and staff members, a lack of resources/tools, the performance bonus, theft, and inconsistent application of rules.

Naming and renaming of UJ spaces

Various buildings and spaces that needed to be named or renamed were identified. The naming nomination process was initiated in January 2018. Recommendations served at the MEC and the Projects and Resourcing Committee of Council (PRCC) in July 2018. The PRCC recommended that a PRCC Naming Subcommittee be constituted to take responsibility for the naming process and to finalise nominations and make recommendations to the PRCC. These recommendations served at the PRCC, and the process was completed and approved by Council for implementation in 2019.

UJ Code of Ethics

Drafting a UJ Code of Ethics was identified as a strategic priority. The Transformation Unit liaised with the Ethics Institute of South Africa, which had assisted the University in 2013 with a qualitative ethics risk assessment process. The proposal submitted to the MEC was approved. As part of the process, it was agreed to conduct an ethics survey.

During July to September 2018, the Ethics Institute conducted workshops with the Executive Leadership Group and other internal stakeholders to inform the survey. During the workshops, material ethics risks and opportunities were identified. It is important to note that these risks are 'inherent risks' and are not necessarily a true reflection of our current reality. Various stakeholders were consulted internally regarding the survey, which was submitted to the UJ Ethics Committee for approval before the survey was conducted in October/November 2018. Feedback will be provided to the MEC in 2019. The project will be concluded in the first semester of 2019.

Support initiatives for UJ Women

The MEC requested the Transformation Unit to make recommendations on support initiatives for women working in UJ. A proposal was submitted and approved by the MEC. A Project Team is currently investigating the various proposed initiatives and providing progress reports to the MEC: Transformation Committee.

Benchmarking was done with the Universities of Cape Town, Free State, Western Cape, and the Witwatersrand in November 2018 to see what these institutions are doing in terms of gender equality and in providing daycare facilities for staff and students. It is important to look at the different models being used, especially the daycare facilities that are provided.

Recommendations will be made to MEC regarding the implementation of a similar service at UJ.

Significant days

International Mother Language Day (21 February)

International Mother Language Day, which is celebrated on 21 February every year, has become a prestigious event on UJ's calendar. The Transformation Unit and the Multilingual Language Services Office (MLSO) once again collaborated to present an inspiring and impressive event. The Gauteng Department of Sport, Arts, Culture and Recreation was also part of this partnership.

The HOD for the Department of African Languages presented a passionate address that focused on the importance of languages, especially one's mother tongue. Mr Melusi Tshabalala (Founder of *Everyday Zulu*)

entertained the audience with his presentation, illustrating how one Zulu word can have multiple meanings depending on the context, often with an amusing outcome. Prof Mngadi (HOD: Department of English) took as theme: 'What language is multiculturalism?'

The dancers entertained listeners with traditional isiZulu, Setswana, Xitsonga and Sepedi dances to the rhythmic beat of drums. The audience, including a great number of students, shared in their exuberant performance.

Human Rights Day (21 March 2018)

Human rights were addressed through the various change management workshops with student leaders and with staff from the Operations environment during March 2018.

Freedom Day (27 April) ? Book discussion: The land is ours

The Transformation Unit, in collaboration with the Faculties of Law and Humanities and the Library hosted a book discussion on 23 April 2018. Dr Mispa Roux (Acting Director: South African Institute for Advanced Constitutional, Public, Human Rights and International Law) facilitated the panel discussion. Panel members were Tembeka Ngcukaitobi, author; Prof Alex Broadbent, Executive Dean: Faculty of Humanities; Dr Justin Wanki, SAIFAC's postdoctoral research fellow; and Ms Kgomotso Mokoena, Lecturer in Procedural Law, University of Johannesburg.

The dialogue attracted a lot of attention, while the conversations were meaningful and created awareness around the state of affairs in South Africa.

International Families Day (15 May)

Each year, the Transformation Unit focuses on significant days and events that fall in each month. On 15 May, the Transformation Unit, in partnership with DFC Library and the Department of African Languages, hosted a book discussion on a book titled, *Hum if you don't know the words*, written by Bianca Marais.

The book is a debut work about apartheid South Africa and events that took place during the time of the Soweto uprising. During the discussion, Bianca shared insights into a story of love between people who have had different experiences during the apartheid era.

The panel members were the Transformation Unit's Lungile Ngubane and Thabisile Adams from the Department of African Languages. The discussion touched on issues of workers in the mines, race, gender, antisemitism, religion and family dynamics in a South African context.

Youth Month initiatives

The Transformation Unit invited some UJ students to participate in conversations that focused on matters faced by young people in 2018. Videos were produced and the content was shared on social media platforms throughout the month of June, in order to create awareness and start conversations. Videos were also made about interviews with participants on the UJ Women's Leadership Development Programme (UJWLDP) who shared their programme projects and how these projects would be able to assist young people.

Public debate

Focusing on the theme, 'Social inclusion and wellbeing', the Transformation Unit, in collaboration with the Library and the UJ Debating Union, hosted a public debate on 23 August 2018. The motion was: '*Assuming the technology existed, this house would: resurrect queer victims of suicide to tell their story*'. This debate created awareness around the stories of the victims of suicide and those left behind. The highly engaging session was well attended by supporters of the LGBTQI+ community.

UJ Staff Day

The Transformation Unit hosted UJ Staff Day at the West Sports Field (Kingsway Campus) on 25 May 2018. The Unit collaborated with faculties and divisions on the theme of 'Celebrating the spirit of togetherness'. Faculties and divisions were requested to represent various countries in Africa through exhibiting their cultures, people, music, art, food, etc. This resulted in a very colourful display, and the performances on stage were very entertaining and informative.

Staff were entertained with performances by the legendary musician, Mr Sipho 'Hotstix' Mabuse and Idols winner, Karabo.

Diversity Month

Dialogue: The paradox of father absence and presence in contemporary and historical SA

The Transformation Unit, in collaboration with IOHA and the Library, hosted a discussion on 6 September 2018. The panel members were Prof Grace Khunou from the UJ Faculty of Humanities and Prof Malose Langa from Wits.

The discussion about fathers was particularly significant because of the negative view carried by many members of our society about the absence and presence of fathers and the impact this has had on society.

The event ended on a positive note with the announcement of the UJ Iconic Men award winners. These awards acknowledge the positive work done by UJ male students and/or staff members. The 2018 'Iconic Men' were awarded as per nomination, based on the categories of Community Engagement, Transformation and Social Justice, Entrepreneurship and Innovation, and lastly, Curriculum Integration, Research and Innovation. This was all done with the aim of encouraging men who were doing profound work within the various communities and spaces, to make further positive contributions towards social and economic development.

UJ LGBTI+ Summit 2018

The Transformation Unit hosted the LGBTI+ Summit on 3 September 2018, in collaboration with the Library, the Faculty of Humanities, the Faculty of Law, the Department of Strategic Communications from Humanities, and the Department of Corrections Management from the College of Law at Unisa. The objective of the Summit was to host a series of panel discussions focusing on the rights of the LGBTI+ community in an African context.

The Summit was a full-day event, with the morning sessions taking place in different venues. There were academic paper presentations held at the Council Chambers, while university students and high school learners held a Model United Nations Debate.

The closing panel session was held at the Library's Chinua Achebe Auditorium where Prof Anthony Brown (from the Faculty of Education) facilitated the panel discussion. Some of the panel members were Buju Bikwa (TV and radio personality), Siya Khumalo (author of *You have to be gay to know God*), Shelly Barry (award winning filmmaker who focuses on intersections between sexuality, gender and disability), Anele Siswana (Faculty of Humanities), and Ashmore Nkuna (Transformation Unit).

#Unstereotype Campaigns

The Transformation Unit collaborated with Strategic Communications over the month of September. Strategic Communications students were asked to form groups of five to eight people and prepare communication campaigns that focused on challenging stereotypes linked to heritage, gender, race and other social ills. The campaigns took place in different spaces on the APK Campus. Some of the campaigns used social media.

The Annual Neville Alexander Conference

On 7 September 2018, the Transformation Unit, in collaboration with the Centre for Education Rights and Transformation (CERT) from the Faculty of Education, co-hosted the conference, 'Fifty years of the pedagogy of the oppressed – Reflecting on the praxis of Paolo Freire and Neville Alexander'. Approximately 150 people attended the two-day conference.

Public Lecture – Distinguished Visiting Professor Antonia Darder

The Transformation Unit, in collaboration with the Faculty of Education, hosted a public lecture at the Soweto Campus on 17 September 2018. Visiting Professor Antonia Darder spoke on the topic, 'Beyond #Me Too: An embodied praxis of love for gender equality'. The lecture was intimate and meaningful to all who participated in this compelling conversation.

UJonLockdown

The Transformation Unit hosted Diversity week from 17 to 21 September. The theme for Diversity Week was 'Social inclusion and wellbeing'. The Unit hosted a series of industrial theatre sessions, which were performed by some of the cast members from the Mzansi Magic TV series 'Lockdown'. The cast focused on gender-based violence, substance abuse, mental health and possible consequences of risky behaviour.

UJ Arts and Culture played a crucial role in ensuring the success of this initiative. Members of the UJ Choir performed alongside the Lockdown cast.

USAf Campaign: Social inclusion and wellbeing

Annually, the USAf Transformation Managers' Forum proposes a campaign theme, and all universities are requested to participate in it. This year the theme was 'Social inclusion and wellbeing'. From August, various events placed emphasis on this theme. Many of the events were facilitated by IOHA in collaboration with the Transformation Unit.

THEME TWO: EMPLOYMENT EQUITY

UJ is committed to both equity and diversity and ensures, through the implementation of its Employment Equity Plan, that the employees increasingly reflect the demographics of the Gauteng region and the country, and that UJ at the same time acquires the skills and expertise to uphold the culture of excellence it is known for.

Employment Equity (EE) Plan 2019-2021

During 2018, the Institutional Employment Equity Plan 2016-2018 was reviewed and a new target setting process was initiated with all environments. The Human Resources business partners assisted the ELG members with the process. The process was completed and the Employment Equity Plan 2019-2021 was submitted to all governing structure for input and approval. The Plan was approved by Council and was submitted to the Department of Labour.

Employment equity (EE) targets

Annual targets are set and HR continues to submit reports on progress in achieving EE targets on a quarterly basis, which are submitted to various oversight governance committees, namely the Institutional Forum (IF); the Management Executive Committee (MEC); and the Human Resources and Social Ethics Committee of Council (HRSEC). Key analyses and insights on the current status quo on EE were highlighted in the new EE three-year report for the period 2019 to 2021, which was developed and approved for implementation, and submitted to the Department of Labour.

The UJ workforce decreased from 4 370 in 2017 to 4 351 in 2018. The number of support staff decreased from 3 164 to 3 123 due to the moratorium on the filling of vacant positions implemented from August 2018. The academic and research workforce, on the other hand, increased by 2,59% in 2016, by 2,42% in 2017 and by 1,61% in 2018, year on year. The focus on achieving a more representative academic workforce yielded good results. With the academic headcount increasing from 1 186 in 2017 to 1 205 in 2018, most Annual Performance Plan (APP) targets were achieved. Working closely with the HR business partners, the vacancy rate was kept below 7,5%.

The black academic and research staff component has increased from 33,69% in 2013 to 44,4% in 2018; female academic and research staff have increased from 44,33% in 2013 to 48,71% in 2018; while the international academic and research staff headcount has increased from 11,52% in 2013 to 16,93% in 2018. Female associate professors and professors have increased from 33,78% in 2013 to 37,63% in 2018. Staff turnover is a concern, but proactive measures are in place to keep the turnover below 7%, and in 2018 a 5% staff turnover was achieved.

Sixty-two promotions were approved by Senex in 2018, compared to the 56 approved in 2017. Of the 62 promotions, 26 (41,94%) were female and 36 (58,06%) were male, which is a move in the right direction as far as the gender profile of the University is concerned. Also to be noted is that 24 (38,71%) promotions were from the non-designated groups in comparison with the 15 (24,19%) from the designated groups. A total of 23 (37,1%) among the international cohort were promoted. To achieve a more balanced profile, attention must be paid to ensuring that more designated staff are prepared for promotion to senior lecturer level.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has increased from 51,8% in 2015 to 56,52% in 2018. At present, the overall profile reflects 56,52% black, 39,13% white and 4,35% international.

The ELG black gender profile has shifted notably from 2016 to 2018. Black female representation was 29,6% in 2016, 30% in 2017 and 39,13% in 2018. Black male representation decreased from 22,2% in 2016 to 17,39% in 2018.

Global excellence and stature (GES)

At the core of UJ's vision and mission of global excellence and stature lies the ability to attract and retain accomplished academic and research staff. At the same time, a key focus has been the transformation of the academic and research staff cohort, in terms of both race and gender.

As demonstrated, UJ has been able to grow the workforce by 43,64% over the past five years, which included an increase of 17,68% in terms of academic and research staff. The seniority of the academic cohort has increased as a result of the ongoing promotion of academic and research staff. The number of associate professors and professors has increased notably during the past five years. Although the headcount increased by 19, the growth percentage does not reflect this, as during this period, the academic staff complement also increased from 1 030 (2013) to 1 205 (2018). Within this group, over the past five years, the proportion of females has increased substantially, from 76 in 2013 to 111 in 2018. The number of black professors has also increased over the past five years: from 16,48% of total professors in 2013 to 18,12% in 2018.

The number of academic and research staff with doctoral degrees has increased by 53, year on year, and the target of 46% was surpassed in 2018 with an increase to 48,46%. Over the past five years, the baseline has increased from 35% to 48,46%. The number of academic and research staff with master's degrees has increased from 36% to 42,99% over the past five years. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

Recruitment and retention of people with disabilities

The attraction and the retention of people with disabilities remains a challenge. The UJ target of 1,5% was not achieved, with an overall figure of 1,03%. The national proposed minimum of 2% is not in immediate reach.

THEME THREE: STAFFING AND LEADERSHIP PROFILE

Talent management is an imperative business objective within any institution to foster employee growth and development, encourage ongoing feedback on performance, and promote leadership at all levels. The Transformation Unit and the Organisational Development Unit collaborate closely to address this very important imperative.

Within the talent management sphere, the focus is also on succession planning. As an integral part of succession planning, workforce plans were developed in 2017 for a three-year period, until 2019. In this process, executive deans/executive directors identified critical positions and nominated staff with potential as part of the succession planning programme. Furthermore, EE targets were also used in each environment as part of this planning process, and were then incorporated into the University's Employment Equity Plan. The purpose of succession planning is not only to replace staff who exit UJ, but also to develop, motivate and encourage the engagement of existing staff. Staff must also be able to visualise their career growth within the University.

UJ Women Leadership Development Programme (UJWLDP)

The 2017/2018 cohort (the second cohort in UJWLDP) completed the formal programme at the end of February 2018. Three lunchtime sessions were held during January to March 2018, arranged by the participants in the programme. In January, the Registrar shared her leadership journey; in February, the participants received training in basic self-defence, and a morning visit to the Oprah Winfrey Leadership Academy for Girls was arranged. The purpose of this visit was a meet and greet, and the identification of a possible partnership on some exciting programmes between UJ and the Oprah Winfrey Leadership Academy for Girls. On 5 June 2018,

the 2017/2018 cohort presented their projects to the ELG, thereby concluding their programme.

The nomination process for the 2018/2019 Cohort Three was completed, and the programme commenced on 13 July 2018 with the sensing journey and the first workshop. Participants in Cohort Three include nine women academics and ten women from various support services departments.

The second three-day workshop for Cohort Three was conducted at Glenburn Lodge from 7-9 November 2018. The programme will be concluded in 2019 with the final workshop and presentations to the ELG on their projects.

Coaching project linked to the outcomes of the 360 Leadership Assessment Project

The University requires a new service provider that will be able to provide coaching services for leaders at a senior leadership level (P1-P6). A tender project scope and specifications were developed and submitted to initiate the tender process for the 2018/2019 contract. The contract was awarded to JvR Consulting Psychologists.

UJ Young Leaders Development Programme (UJYLDP) – ‘Developing our young leaders today ... for tomorrow’

The UJYLDP was officially launched on 19 November 2017 as a pilot programme coordinated by the Transformation Unit, the Department of Industrial Psychology and People Management (IPPM), Student Affairs and the USA Academic Partnerships.

The programme began in February 2018 with a total of 47 participants: 40 students from the Student Representative Council (SRC) and House Committees (HCs) as well as seven staff members from Student Affairs, the Transformation Unit and IPPM.

As expected when piloting a programme, certain challenges were experienced, resulting in the extension of the programme to the end of September 2018 rather than concluding it in April 2018, as initially proposed. In total, 34 participants successfully completed the programme and received an International Certificate in Organisational Leadership during an awards ceremony.

THEME FOUR: GOVERNANCE AND MANAGEMENT

In order for the University of Johannesburg to achieve its Strategic Plan 2025, it is important to develop and maintain relationships with significant stakeholder groups to ensure efficiency and effectiveness in terms of people, processes and systems and technology.

Stakeholder engagement impacts on UJ's reputation, both nationally and internationally. It is important to note that on all important UJ committee structures, the SRC and labour unions are represented. Regular engagements have also taken place with student leaders. All faculties and divisions play a vital role in terms of stakeholder engagement to the benefit of UJ and the communities they work with.

The University has made considerable progress in the development and use of online, technological and automated approaches to academic administration and governance (primarily in Central Academic Administration and Corporate Governance), and is increasingly considered to show national leadership in this field.

Having engaged with all relevant stakeholders, including the unions and the Executive Leadership Group, the University is ready to implement the new performance management system in 2019. This new system is a strategy implementation mechanism, as it ensures that the University's strategic objectives are cascaded and the values institutionalised through employees' performance contracts. Most significantly, the system fosters team collaboration and ensures that performance gaps are closed and excellence is incentivised.

The UJ Council commissioned a strategic project to improve on ways in which our talent management strategies can enable the University's organisation design. By ensuring that there is effective governance in managing our structures, a balanced support to instruction/research profession ratio can be achieved.

Staff wellbeing and effectiveness are also supported through a vibrant Occupational Health Practice, which promotes the health of staff members through the availability of clinics, medical surveillance, health and event risk assessments, the compilation of campus risk profiles, inoculation campaigns and monitoring of food safety.

THEME: FIVE: *TEACHING, LEARNING AND KNOWLEDGE PRODUCTION*

In its Strategic Objectives 2025, the University of Johannesburg highlights the importance of achieving academic excellence at UJ. This theme is obviously addressed by all faculties and divisions that support the academic project; however, two divisions offer overall coordination.

The Division for Academic Planning, Quality Promotion and Academic Staff Development

This Division scrutinises all proposed new academic programmes to ensure their quality, relevance and appropriateness. The Division is engaging with a substantial project to transform existing curricula for a postcolonial era and a sustained focus on national and continental priorities. During 2018, decolonisation of the curriculum remained a key focus of all the University's activities. A total of 66% (cumulative target) of undergraduate degree programmes have incorporated decolonisation to varying degrees. Faculty reports detailed modules within programmes into which decolonisation has been incorporated, demonstrating that in any given programme there will be a number of modules incorporating aspects of decolonisation. From the faculty reports, it is evident that the faculties have continued to demonstrate their commitment to enriching teaching and learning, adjusting pedagogy, and engaging with their communities in ways that speak directly to the decolonisation agenda. Across the faculties, research was also a key area in which the decolonisation project continued to be expressed, with a number of faculties indicating that staff and postgraduate student research into decolonisation in their disciplines, in time, will feed into undergraduate teaching, ensuring that the curricula are underpinned by solid research.

An initiative that seeks to give impetus to the transformation of the academic staff profile, in terms of race and gender, is UJ's Accelerated Academic Mentoring Programme (AAMP). This programme provides career development opportunities and inputs with the goal of developing the next cohort of academic leaders. The number of participants in the programme has stabilised, while new participants continue to request entry, particularly to Level 1 and Level 2. In 2018, there were a total of 285 AAMP candidates over the three levels, of whom 65% were designated candidates and 58% were female. Since the launch of the AAMP in 2015, 111 participants have made significant progress in terms of promotions and completion of degrees. In 2018, 28 AAMP participants were promoted.

The University was awarded five nGAP positions for Phase 4 and has successfully concluded the appointments process for four of these positions. Four new appointments were made in the Faculties of Engineering and the Built Environment, and Sciences. Currently, the University has a total number of 18 nGAP scholars. This initiative is significant, as we are committed to growing a new and transformed generation of academics.

As a further significant transformation initiative, earmarked funds have been allocated for 75 assistant lecturer positions. The post of assistant lecturer (AL) is an initiative to add stature to flagship departments, to accelerate the transformation of the academic cohort in terms of race, and to assist in departments with high enrolments and an unfavourable staff/student ratio. The goal of the Assistant Lecturer Programme is to migrate the assistant lecturers into permanent posts as these become available through retirements and resignations. Since the inception of the programme, 28 assistant lecturers have been appointed into full-time positions at UJ. In 2018, a total of 80 assistant lecturers (ALs) were appointed, and a further four of these were absorbed as permanent staff members.

The Division for Academic Development and Support

The Division for Academic Development and Support (ADS) works closely with the faculties to provide innovative, effective teaching and learning opportunities. During 2018, ADS coordinated a multi-faceted strategy to enhance and enrich teaching and learning with technology. During 2018, one of the University's strategies was to have a strong presence in the domain of online accredited programmes.

Online programmes and blended learning and teaching

Our online programmes strategy seeks to respond to the development needs of our country and continent. In partnership with Higher Education Partners South Africa (HEPSA), a total of seven programmes have been delivered online since July 2018.

The Centre for Academic Technologies (CAT) also had some noteworthy initiatives during 2018. The CAT Lab is UJ's Makerspace where CAT staff, lecturers and students design and create innovative teaching and learning artefacts. Dr Arno Louw and his team of young innovators regularly presented workshops for UJ staff and students. Mr Johny Maphuruma of CAT developed a Chatbot to provide basic 24/7 help to UJ students, by answering frequently asked questions about technology snags students encounter.

In 2018, 11 705 undergraduate UJ students completed the online Student Technology Use Survey. UJ students are increasingly digitally literate (having digital knowledge and skills) and fluent (moving between devices and platforms). Overall, the average device ownership is higher in 2018 than in 2017, with 98% of students reporting that they own at least one of the following devices: a smartphone, a tablet, a laptop, or a desktop. The use of Blackboard (Bb) for assessments online is high (80%). Lecturers are increasingly using the Bb Grade Centre to display results (91% of students reported viewing their results on Bb). Using the Learning Management System (LMS) for collaborative activities is increasing, with 46% reporting they have used a discussion tool (Wikis, blogs, journals) to interact or work with classmates. Some 'flipped classroom' activities are taking place – 28% said that they had a lecture that was substituted by an online video or audio lecture. In total, 66% have completed a test or assessment outside any formal UJ venue, and 73% have been given a real-world problem to solve in an assignment or assessment. Combining data from the staff and student surveys, and the Bb tool-use analysis, we concluded that at least 760 of the current 2 514 modules on Blackboard are blended. The 2018 online Teaching with Technology Survey confirmed that there is a significant expansion in technology use for teaching. In 2018, 92% of all undergraduate modules (a 10% increase from 2017) were on Blackboard, an essential step towards a blended learning approach.

Student success and support

UJ's objective of giving students access to excellence, no matter what their background, has been enacted through significant investment in a variety of strategies to support students upon entry into the University and throughout their studies.

The Integrated Student Success Initiative (ISSI) actively involved 41 modules in the second semester of 2018. The ISSI is a joint initiative between ADS and the faculties and is led by the Student Success Committee (SSC). ISSI focuses on deploying a variety of resources into the priority modules, where we can make the most impact in terms of module pass rate and minimum time to programme completion. Following on the success of the 2018 interventions, 45 priority modules were identified for the first semester of 2019 and intervention planning was initiated during November 2018.

During January 2018, the UJ First Year Seminar (FYS) was once again implemented to guide first-year students into university life and student learning. This collaboration between the faculties and ADS has been refined over many years of implementation, and was very successful. The FYS transitions into the FYE (First Year Experience), which supports students across a wide range of academic and psychosocial needs.

THEME SIX: RELATIONSHIPS WITH STUDENTS

This theme is addressed at various levels within the institution; the overarching aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and will encourage a positive lifelong relationship with the University. The student experience at UJ encompasses many aspects of academic and intellectual development, social and emotional life, and the growth and refinement of cultural, political, sporting and artistic interests. By constantly transforming systems, processes and spaces, UJ endeavours to provide the preferred student experience.

The work of a number of divisions that make a substantial contribution to the broad student experience, including and beyond academia, is reported below.

Contributions by the Transformation Unit

Social inclusion and wellbeing sessions with UJ first-year students

The Transformation Unit facilitated dialogue sessions with first-year students in July 2018. The purpose of these sessions was to create awareness of UJ's culture, values and human rights. The sessions highlighted the dos and

don'ts of initiation and supported the induction of first-year students at UJ. This proactive initiative is meant to inform first-year students of their rights and to guide them on how to report incidents that are not in line with UJ's values.

A formal report was submitted to the Transformation Unit. Issues such as gender-based violence, homophobia and the rate of HIV infections are some of the concerns that the University needs to address in 2019.

Change management sessions with UJ residences' house committees (HC)

The Transformation Unit facilitated a dialogue session on change management with house committees (HCs) at Konka in Rustenburg on 29 January 2018. Three follow-up sessions took place with smaller groups of the student leadership. The purpose of these sessions was to create awareness of UJ's culture, values and human rights. The sessions have highlighted a gap in the current interpretation of initiation and induction. Some of the initiation practices infringe on human rights, and it is clear that students are unaware of possible repercussions of these initiation actions. The HCs raised many other concerns that could be linked to a lack of communication between HCs and the Management team.

Contributions by the Student Affairs Division

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. Student Affairs also facilitated opportunities for recreational activities and community service and engagement.

Living and learning communities

The 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued to be nurtured in 2018, with academic excellence cutting across all the elements of the 5-Pillar Model.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme, in which 178 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 650 day students continued to participate in residence life activities, organised by the seven day houses across the University.

Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students. The calendar and the pamphlet of Student Affairs containing tips, rules and regulations, which had hitherto been distributed in hard copy during orientation, were uploaded onto the Student Portal (uLink) in 2018.

During the first-year institutional orientation programme, Student Affairs made several presentations and conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 5 000 students attended these presentations and workshops.

Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes. The main focus in 2018 was on safety and security, and on risky student behaviour (RSB).

The number of recognised student societies (which were mainly academic, political, religious and social organisations) stood at 286 across all campuses, with about 24 258 active members. The increase in participation in student organisations could be attributed to the successful Societies Week, which, among other campaigns, was held across all four campuses in February 2018.

Student leadership development and training

Student Affairs, in partnership with different stakeholders, facilitated a number of student leadership and development opportunities for student leaders. The student leadership involved ranged from the elected positions on the Student Representative Council (SRC) to the executive leadership positions in recognised student organisations.

The training and development opportunities available to student leaders were as follows:

- The induction of the 2018 house committees was conducted from 29 to 31 January 2018.
- A Leadership Skills Development Programme for the SRC, themed 'Indaba with student leaders on values, leadership and the future' was conducted by the Department of Higher Education and Training on 30 June 2018.
- The Financial Literacy Programme for student leaders took place across all campuses in May 2018.
- The induction of societies (orientation) was conducted between March and April 2018.
- The induction programme for the SRC could not take place in 2018, as the term of office of the 2017 SRC had to be extended through the appointment of the Student Advisory Council.

In addition, Student Affairs staff members provided one-on-one coaching for a number of students. Members of the SRC were provided with guidance, advice on challenges in their respective academic and leadership roles, and fee discussions. The SRC was assisted in writing reports for the University Council.

Academic integrity campaigns during exams

Academic integrity campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners and media campaigns, through which messages on academic honesty and integrity were aired on UJFM during the June and November examinations. The campaign sent clear, yet stern, messages about academic honesty and integrity in exams and reached an estimated number of 25 000 students.

Ethical and responsible student behaviour

In 2018, a broad MEC: Transformation Committee replaced (and incorporated) the former Committee of the MEC for People with Disabilities. As a result, Student Affairs facilitated the incorporation of the interventions to deal with risky student behaviour into the initiatives of the Transformation Unit, with the support of IOHA, Campus Health and PsyCaD. Furthermore, Student Affairs instituted an Office for Students with Disabilities, to provide a platform for students with disabilities to participate in student activities and also to advocate for their respective interests.

Contributions by UJ Arts & Culture

UJ Arts & Culture contributes substantially to the preferred student experience as a means of transformation. UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future. A number of arts platforms are offered on all four campuses. Students, staff, alumni and the general public experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

Facilities operated by UJ Arts & Culture include the Arts Centre on the Kingsway Campus with a 428-seater theatre, an 18-seater conference room and two studios; the Experimental Theatre, also on the Kingsway Campus, which is a flexible space primarily used for and by students; while the 180-seater Con Cowan Theatre with adjacent studios is based on the Bunting Road Campus. Theatre venues are both producing and receiving houses in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. The majority of events (both internal and external) are offered to students either free of charge or at a significantly reduced rate.

UJ Arts & Culture's flagship programme, the Interdisciplinary FADA Theatre Programme, is implemented as an integral component of coursework for second-year FADA students. During a two-week lecture series,

entitled *Theatre 101*, students attend theatre design lectures and briefing sessions and then work in groups to design various aspects of a play produced by the division. The project is implemented over two years, and the first edition, *African Gothic*, produced and tested in 2017, enjoyed a full professional run as part of the main programme at the National Arts Festival 2018, followed by a run at Joburg Theatre. The production was awarded nine Broadwayworld South Africa awards, with all the design aspects produced by FADA students being acknowledged. The follow-up production, Kafka's *Metamorphosis* adapted for the stage by Steven Berkoff, was produced and tested in 2018 and will enjoy a full run in 2019.

During the year under review, UJ Arts & Culture offered free access to informal arts education to 416 students across all four campuses. A key component of the Arts Academy is the 66-member UJ Choir that participated in the World Choir Games hosted in Tshwane in 2018. The choir took gold in two categories, being crowned world champions in Folk Music a Cappella. Other music opportunities offered include the 54-member community choir, UniJoh Chorale, as well as the 30-member Jazz Band, both based on the Soweto Campus. UniJoh Chorale scooped up four awards at the SATICA Choral Music Eisteddfod in 2018, while the Jazz Band received rave reviews for their collaboration with Tlale Makhene during the *UJ Weekend of Jazz*. Based on the Doornfontein Campus, the Arts Academy African Drumming Group with 11 members performed alongside other students during the *UJ Youth Arts Festival*, which serves as a platform for Arts Academy students to showcase their talents developed throughout the year.

A number of societal issues are addressed through one of the Arts Academy's most popular opportunities, the Division's Poetry offering, which attracted participation by 81 students across all campuses. Weekly sessions culminated in the week-long *Izimbongi Poetry Festival* comprising student and professional performances, workshops and the launch of an anthology of poems written by students over the past five years.

UJ Arts & Culture's student production, *Choir Boy*, addressed issues faced by the LGBTI+ community and won a Standard Bank Ovation Award at the National Arts Festival. It was also named Best Student Production by the South African Theatre Magazine Awards after being performed at the RedFest and the Wits 969 festivals.

Representation in cultural expression was facilitated through the presentation of *Uncles and Angels*. The central allusion within the piece is to the Reed Dance, which is well known in Southern Africa (and increasingly as an attraction for international tourists) as a colourful, cultural celebration meant to promote respect for young women and preserve the custom of girls remaining virgins until marriage. In light of this cultural happening, *Uncles and Angels* explores questions of chastity, virginity testing, purity, and tradition, while at the same time casting a wry glance at the power relations encoded within corporeal interaction through performance and projection.

The University of Johannesburg collects bottle caps for the manufacture of wheelchairs for disabled students who would otherwise not be able to attend classes without great effort. UJ Arts & Culture and the Centre for Psychological Services and Career Development (PsyCaD), in partnership with internationally acclaimed Moving into Dance (MID), partnered on a drive to gather the 450 kg of bottle caps needed for one wheelchair by making show tickets available in exchange for bottle caps. *Enable through Dance*, a dance performance platform for youth living with disabilities, focused on removing barriers that society has constructed around disability. The project recognises the lived-experience of disability, seeking to restore confidence and self-esteem through artistic exploration and movement. The final tier of this project is granting access to these young people to a professional theatre setting where they can perform. The University's disabled community was also given access to the programme as participants.

In addition to striving to offer platforms for and to engage with issues of transformation through its creative programme, UJ Arts & Culture has made the appointment of permanent as well as temporary and freelance contractors from designated groups a priority. Annually, UJ Arts & Culture offers work-integrated learning opportunities, and during 2018 three recent graduates acquired practical experience and transferable knowledge and skills.

Contributions by the Health and Wellness portfolio

The Primary Healthcare Service (PHC) and clinics

PHC makes health services available to students on all campuses, free of charge, with 26 466 consultations carried out during 2018.

Key focus areas are family planning (with 9 585 clients), including the issue of contraceptives and the 'morning after pill', and termination of pregnancy consultations.

The number of patients treated for sexually transmitted infections has continued to rise (1 354 patients treated). There was a notable increase in uptake of HIV testing (17% increase for two years running) at the PHC clinics, in part due to the Social Work and Psychology interns allocated to the clinics. A total of 5 586 clients were tested in all the clinics with 71 clients being found to be HIV positive; this yielded a 1,3% prevalence rate for those testing at the clinic (lower than in 2017). SWC clinic had a marked increase in testing and positive case finding, with more clients being referred for antiretroviral treatment. Travel health was accessed by a total of 479 clients ? a 19% increase from last year, following on a very substantial increase in 2017; this is doubtless to be associated with the introduction of the Africa-by-Bus initiative.

Numerous health promotions and campaigns were held during the year, generally in partnership with IOHA. Activities were undertaken in collaboration with the Library, IOHA, Student Affairs, SRC, UJFM, residences and day houses. External partners included Department of Health, Right to Care-Themba Lethu Clinic, SANCA, City of Johannesburg, Wits HIV Clinical Research Unit, and Foundation for Professional Development. In addition, first aid training was provided by the City of Johannesburg Emergency Management Services for 94 students on SWC and APB Campuses.

The Institutional Office for HIV and AIDS (IOHA)

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for PLHIV (People Living with HIV) within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV.

HIV Counselling and Testing (HCT) is one of the key contributors towards the realisation of the national 90-90-90 project. During the mass counselling and testing led by IOHA, a total of 10 945 clients tested in 2018, compared to 10 879 in 2017, which was a slight increase of 67, i.e. 1%. In total, 104 clients (students and staff) tested as HIV positive; 92 of these were diagnosed through testing at PHC and/or IOHA. Institutional prevalence remained at 1%, which is below the 3,4% prevalence average for higher education in South Africa, and substantially below the estimated 12,6% national prevalence. Of those testing positive, 74 persons (80%) agreed to be referred to IOHA, and the majority of these joined the internal care and support programme; 62 are on treatment and adhering to it. Support is delivered by means of face-to-face consultations, WhatsApp groups, a buddy system and a social club.

The Link Peer Educator Programme is key to IOHA's strategy; in 2018, 135 students participated, as against a target of 65. To transform and adapt to current trends around the peer educator training, the programme is being implemented on an e-learning platform, with certificates awarded for successful completion. At the same time, the process of formalising the programme and registering it as a short learning module has started through the Faculty of Education.

Awareness was enhanced through strengthened partnerships and collaboration between the Library, residences, PHC, faculties, Student Affairs, UJ Sport, HR Wellness and PsyCaD. Campaigns and events based on HEAIDS Big 7 Projects and programmes aimed at fast-tracking the response to HIV and AIDS through comprehensive, combinatory strategies. The topics discussed included issues relating to social drivers for HIV, e.g. gender-based violence, multiple partner relationships, LGBTI-MSM, Sugar Daddy, absent fathers, partner disclosure, consent,

body shaming, and drug and alcohol use/abuse. Peer educators hosted numerous residence talks within the UJ internal and external residences. UJFM and social media were used extensively to communicate with the broader community. IOHA's Facebook page and Twitter page are attracting increasing numbers of visitors. In partnership with Social Work, IOHA and Campus Health provided a mentorship programme for some fourth-year Social Work students; IOHA also hosted student interns from IT and from Marketing on a project to design an updated website for IOHA.

The HIV/AIDS Committee continued to monitor and supervise the responses of faculties and departments to the HIV pandemic. Additionally, the focus has now shifted to addressing the social determinants fuelling HIV, such as relationships, gender-based violence (GBV), risky student behaviour (RSB), the Sugar Daddy phenomenon, etc. Training and capacity building workshops were facilitated in the College of Business and Economics and four faculties, i.e. Education, FADA, Health Sciences, and Humanities, which shows an encouraging willingness by faculties to acknowledge the importance of issues around sexual reproductive health in active citizenship.

PHC and IOHA jointly took over the leadership of the Risky Student Behaviour Committee, on behalf of the Senior Director: Student Affairs, with the committee consisting of representatives from the Divisions of Student Affairs, Protection Services, PsyCaD, IOHA, PHC and the Transformation Unit. An activity based approach was adopted, to resolve risky behaviour from a health and wellness perspective.

Contribution by UJ Sport

Transformation within sport clubs

Transformation within clubs was prioritised for 2018. Demographics and numbers of athletes from marginalised groups who have been developed and are now competing in the high performance setup, were used as the performance indicator. Development of coaches and grassroots programmes in communities to address transformation were also implemented. Notable interventions by clubs during 2018 included recruitment of athletes from Dobsonville, Kagiso, Krugersdorp and Tembisa as club members and students. These members receive training and development from our qualified coaches and are exposed to competition to ensure they reach their maximum capability. The clubs provide affiliation for these members in different competitions at provincial and national level, and provide them with opportunities to be selected into provincial teams through the club structure.

UJ Sport focuses not only on sport performance, but also on management and coaching. Sports management students were given opportunities to run an internal athletics competition; a student committee assisted in managing the UJ internal football league; UJ students who were coaching internal league teams were invited to shadow the UJ head coaches during football training and matches.

UJ Sport has increasingly focused on gender equality in sport, for instance in rugby, the women's team now received the services that had previously only been enjoyed by their male counterparts, and a women's rugby tournament was hosted. Similarly, all female soccer teams were managed and coached by females. Training sessions for sport were centralised to ensure that players from all the campuses receive the same skills development and an equal opportunity to be selected for UJ teams. Transport was provided for the Soweto based players to and from the training sessions.

Numerous sporting disciplines continued with community outreach initiatives, e.g. Egoli squash, a development programme for Central Gauteng Squash; UJ youth hockey clubs; a football academy addressing grassroots development for different age groups; and involvement with the Gauteng University Basketball League for scholars from Soweto and surrounding areas.

Support for academically deserving students who excelled in sport was also provided in the form of sport bursaries. Bursaries were allocated to 334 beneficiaries during the first semester, and to 352 beneficiaries in the second semester. Beneficiaries are required to maintain an adequate level of academic performance, with support provided if necessary.

Contributions by the Disability Unit

The University of Johannesburg recognises that addressing disability is central to its ambitions with regard to full access to higher education and to transformation, and therefore disability related issues form part of its policy and broader constitutional mandate.

UJ has long been seeking to create an enabling and empowering environment for staff and students with disabilities. Its current policy positions the University as being committed to aligning its institutional plans and strategies to allow for this. In addressing and supporting disability, UJ emphasises a holistic approach that moves beyond the built environment and the use of assistive devices. It also supports the integration and adaption of teaching and learning methodologies, coupled with the building of capacity to address disability at all levels of the institution through reasonable accommodation and best practices.

The University of Johannesburg's Disability Unit (DU) operates within the Centre for Psychological Services and Career Development (PsyCaD), and supports students with disabilities in the university setting, on all four campuses. The DU's support for students with disabilities includes providing advice and facilitating academic accommodations, in partnership with the students' University departments and faculties. Support provided includes academic support (including concession applications for tests and exams), technological services (provision of enlargements for study material, test and exam papers, sourcing electronic books from publishers, editing, formatting and adapting text to facilitate the 'brailing' process, and assisting in mobility training and campus orientation), and psychological support (providing psychological, emotional and therapeutic support for students in need of such interventions). In 2018, support was provided to over 170 students with disabilities.

A further aim of the DU in 2018 was to create greater awareness of students with disabilities at UJ and to provide psycho-education on how to support them. Events included Casual Day, Disability Career Fair, and Easter Disability Campaign, a Bottle Top Collection Campaign, and Invigilator Orientation and Training at PsyCaD.

DU also focused on sourcing bursary and recruitment opportunities. Students with disabilities often need equipment, software and hardware in order to study, and a bursary can allow students the flexibility and freedom to study away from the PsyCaD DU computer rooms and library spaces, enhancing learning in the classroom. Disability workshops offered included a specialised orientation for students with disabilities, and career workshops. The Higher Education Disability in South Africa (HEDSA) Association was also hosted by the Disability Unit.

In addition to students, the Disability Unit also provided services to approximately ten staff members with visual impairments. Furthermore, nine external clients were assisted with services that were disability specific.

In an attempt to enhance the PsyCaD DU, a complete revamping of the physical space and equipment was undertaken in 2018. The Fuchs Foundation, as well BP SA, made significant financial contributions towards this project.

With the inclusion of staff with disabilities in the portfolio in 2019, the focus will be on supporting both staff and students and on the empowerment of this community.

THEME SEVEN: FINANCIAL SUSTAINABILITY

Sound financial management and sustainability are fundamental to ensuring that the University of Johannesburg functions optimally. This is done by ensuring the provision of adequate resources and adherence to good financial governance practices, while also ensuring the financial sustainability of the University into the future.

Owing to cost savings across the University and an increase in the base of our subsidies, management accounts show the University had an operating surplus for 2018. This is despite the unbudgeted investment made in the year towards closing the salary gap between UJ and the market, seed funding for the Johannesburg Business School, and online programmes. This surplus will go a long way to fund our much-needed investment in ICT and academic infrastructure, student accommodation and backlog maintenance.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and 'missing middle' students.

Our highlights during the year under review include the achievement of all our financial targets as indicated in the institutional Annual Performance Plan, the increase in the number of NSFAS funded students, the significant amount raised for the UJ 'missing middle' fundraising campaign as well as improvements in the governance framework for commercialisation. Our financial position remains strong and as with other universities, we were able to increase our tuition and residence fees by 8% in 2018, as directed by the Minister.

CONCLUSION

The University of Johannesburg, like many other universities in the country, has embraced transformation. The Institutional Transformation Report has reflected on the seven themes in UJ's Transformation Plan that provide an overview of the scope of transformation activities at UJ – ranging from a very active focus on institutional culture, through transformational leadership and employment equity, to promoting academic excellence and a student-centred and caring institution. The breadth of this understanding of transformation offers opportunities to all members of staff at UJ to engage with transformation from their particular perspective.

Major strides have been made in addressing employment equity and eradicating the legacies of colonial apartheid. Through the focus on decolonisation and the Africanisation of the curriculum, racial aspects have been largely addressed, but the gender agenda has not yet received the attention needed to address this aspect of social injustice in our society.

At the end of 2018, the Management Executive (MEC) took the decision that the Transformation Unit should in 2019 again become a separate division, reporting to the DVC: Employees and Student Affairs. The Unit has a strong mandate to assist Student Affairs with all student-related transformation challenges and to focus on gender as a priority. In 2019, formal structures will be implemented that will focus on gender-related aspects in the institution with a major emphasis on addressing sexual and gender-based violence.



Tshilidzi Marwala (Prof)

Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council









Statement on Environmental Sustainability

OVERVIEW

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

Strategic Objective Six

Strategic Objective Six, fitness for global excellence and stature, states that “We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship”.

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

This report highlights some of the specific focus areas, as well as improvements achieved during 2018.

ENERGY MANAGEMENT

Carbon footprint

UJ’s carbon footprint analysis was based on its actual 2018 energy consumption. The total carbon footprint for 2018, based on energy consumption from various sources, is approximately 55 612 tons of CO₂ compared to the 57 426 tons reported during 2017 (refer to Tables 4 and 5, respectively). This indicates a decrease of about 3,16%.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 9,7% as from 2013.
- The Auckland Park Kingsway Campus continued to contribute significantly to the overall carbon footprint with 29 393 tons of CO₂ compared to the overall University footprint of 55 612 tons.
- Infrastructure on the campuses is included in the consumption figures.
- The methodology of measuring the carbon footprint is based on absolute consumption on main campus areas, excluding UJ owned properties, which are not designated as part of the campuses.

Table 4: Carbon footprint based on 2018 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	Total tons of CO ₂
Electricity	27 711 445	8 500 263	11 224 485	5 573 977	53 010 171	53 010
Natural gas	1 185 775	444 643	291 642	0	1 922 061	1 922
Catbot	250 460	0	0	0	250 460	250
Petrol (Fleet)	119 839	16 453	38 967	16 568	191 827	192
Diesel (Fleet)	77 274	3 542	27 160	7 389	115 365	115
Diesel generators	48 093	87	2 625	71 220	122 025	122
Total kg of CO ₂	29 392 886	8 964 989	11 584 880	5 669 154	55 611 909	55 612
Total Tons of CO ₂	29 393	8 965	11 585	5 669	55 612	

This highlights a decrease of 3,16% as compared to the usage in 2017.

Table 5: Carbon footprint based on 2017 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	Total CO ₂	Total tons of CO ₂
Electricity	28 634 639	8 383 161	12 578 456	5 386 570	54 982 826	54 983
Natural gas	1 276 452	439 389	285 329	0	2 001 170	2 001
Catbot	83 487	0	0	0	83 487	83
Petrol (Fleet)	99 231	14 973	30 250	16 568	161 022	161
Diesel (Fleet)	47 900	3 819	16 453	7 389	75 560	76
Diesel generators	48 093	87	2 361	71 246	121 788	122
Total kg of CO ₂	30 189 801	8 841 429	12 912 849	5 481 774	57 425 853	57 426
Total Tons of CO ₂	30 190	8 841	12 913	5 482	57 426	

The 2018 carbon footprint breakdown is as per Figures 2 and 3 depicted below.

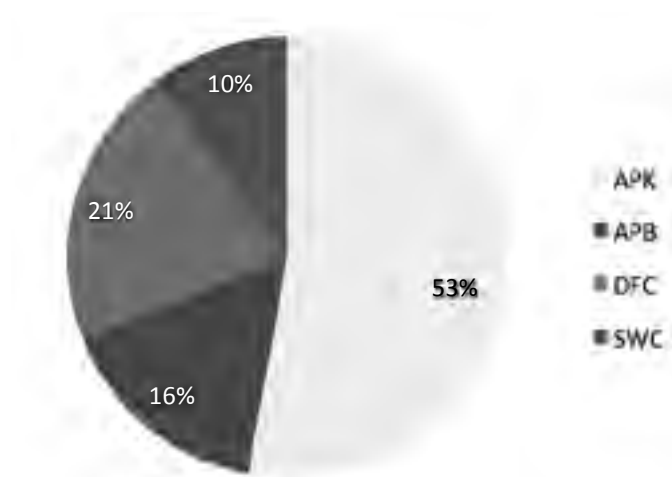


Figure 2: CO₂ production per campus

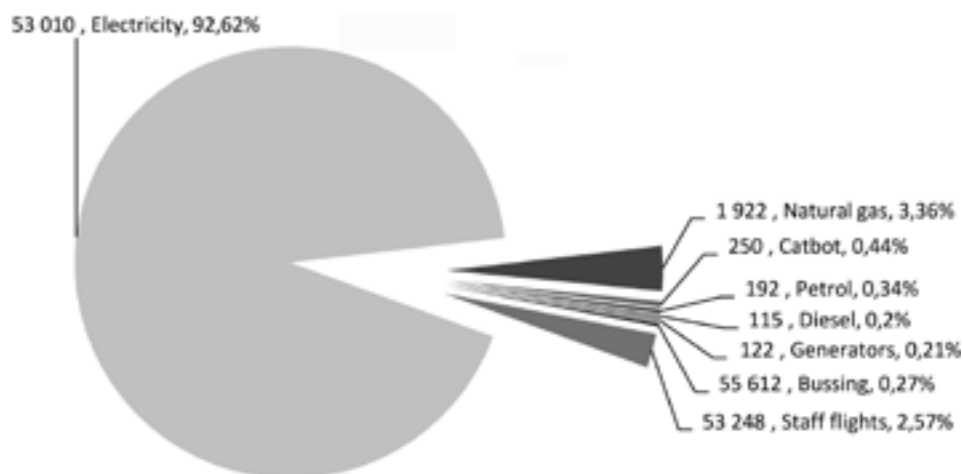


Figure 3: January to December 2018 YTD tons of CO₂ per emission source

Electricity

For January to December 2018, the University of Johannesburg achieved an electrical energy savings of 8,6%, compared to the 2015 baseline (which is the initial value against which we are required to report going forward) for all properties, based on an absolute measurement methodology. The measurement methodology makes no allowance for infrastructure changes, or fluctuations in student or staff numbers. This saving was achieved against an adjusted additional savings from 2017 of 2,5% target (i.e. therefore the actual absolute 2015 target = -8,2% year on year) set for the 2018 year.

The various energy savings initiatives implemented, which have started showing positive results, are the following:

- The implementation of energy saving lights (LEDs)
- Occupancy sensors (implementation still ongoing)
- The further installation of heat pumps, especially in new and refurbished residences
- The installation of energy efficient shower heads
- The installation of load control ripple relays

Continuing with these types of initiatives, including the introduction of photovoltaic (PV) systems, together with awareness campaigns, will further improve on savings. Since 2017, saving have been least on DFC, due to

difficulties in rolling out savings initiatives and the growth in specialist research equipment on the campus. Table 6 identifies the 2018 energy savings expressed as a percentage.

Table 6: Electrical energy savings (2018) based on 2017 consumption

Month	APK	APB	DFC	SWC	UJ Total
January	-0,55%	-2,22%	13,91%	10,15%	2,81%
February	-5,51%	-9,73%	-0,16%	-3,98%	-4,97%
March	-6,44%	-8,07%	0,49%	-4,39%	-5,15%
April	-3,75%	-6,16%	3,20%	-4,44%	-2,83%
May	-18,94%	-10,43%	-4,62%	-12,78%	-14,08%
June	-13,49%	-7,51%	-5,26%	-12,23%	-10,66%
July	-14,97%	-8,39%	-11,06%	-19,64%	-13,6%
August	-12,13%	-3,23%	-9,04%	-5,16%	-9,24%
September	-19,56%	-11,90%	-13,49%	-5,89%	-15,58%
October	-12,23%	-3,37%	-7,43%	-13,63%	-10,02%
November	-4,83%	-5,43%	-9,20%	-10,91%	-6,46%
December	-7,21%	-8,68%	-9,87%	-5,1%	-7,77%
Totals	-10,38%	-7,17%	-5,15%	-8,38%	-8,6%

The 2018 YTD total electricity consumption is highlighted in Table 7.

Table 7: 2018 YTD total electricity consumption

2018 Total energy consumption (kWh)					
Month	APK	APB	DFC	SWC	Total
Jan-18	2 030 259	498 721	726 236	354 636	3 609 852
Feb-18	2 254 710	619 789	850 920	435 162	4 160 581
Mar-18	2 555 788	719 385	963 992	463 965	4 703 130
Apr-18	2 360 195	695 205	937 273	440 159	4 432 832
May-18	2 157 798	724 828	939 005	468 673	4 290 304
Jun-18	2 305 696	762 186	1 021 792	504 268	4 593 942
Jul-18	2 466 076	828 295	1 101 619	516 367	4 912 357
Aug-18	2 456 750	846 938	1 086 201	599 362	4 989 251
Sep-18	2 071 758	701 749	934 258	490 886	4 198 651
Oct-18	2 334 397	746 509	965 109	466 000	4 512 015
Nov-18	2 348 454	691 590	864 483	435 196	4 339 723
Dec-18	1 562 435	417 488	506 670	236 954	2 723 547
Totals	26 904 316	8 252 683	10 897 558	5 411 628	51 466 185

Figure 4 indicates energy savings per month for 2018 (compared against 2015 figures).

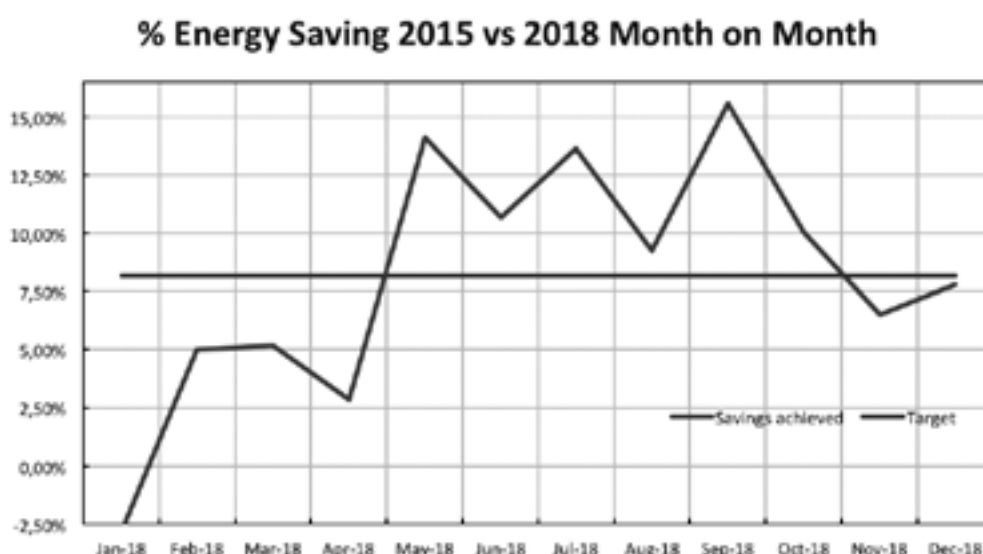


Figure 4: Energy savings in 2018

Natural gas

Sasol natural gas (Egoli Gas) contributes only 3,34% to UJ's total carbon footprint. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water, and a small portion at the laboratories for experiments. The saving that has been achieved on gas reduction for 2018 compared to 2015 is 35,1% (again reiterating that the baseline is the 2015 figures for gas consumption).

Egoli natural gas has a lower CO₂ footprint per gigajoule (GJ) of energy when compared to coal and is therefore a cleaner source of energy. Egoli natural gas will in future be used at a number of residences for heating water and cooking. During 2018, Habitat Residence at DFC was completed, but since it was only used for less than one-half of 2018, its full consumption figures will only be seen in 2019. From 2019 onwards, the diversification of energy sources will result in a reduction in carbon footprint, especially at the residences.

Petrol, diesel and travel related usage

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 72 generators installed at various points within the UJ infrastructure. Petrol and diesel contribute a small amount to the total carbon footprint, namely 0,748%. It must be noted that increasing risks around Eskom load shedding will dramatically increase diesel usage, and this may result in substantial CO₂ generation in future since liquid fuels have a higher CO₂ generation per GJ of energy consumed.

For the first time in 2018, UJ also reported energy consumption and CO₂ generation resulting from the extensive student bus service operated between campuses as well as the effective CO₂ generation due to staff related national and international flights. The effect of these two additional reported elements is to increase UJ CO₂ generation by a further 2,83% – effectively negating some gains achieved in electrical and gas energy savings.

Catbot fuel

Catbot fuel is used for the purposes of generating hot water during the five winter months for the central air conditioning plant on APK. Catbot fuel is used to run two hot water generators for the generation of hot water, which is distributed and circulated through the air conditioning system of APK. Catbot fuel makes a small contribution to the total carbon footprint.

WATER MANAGEMENT

Using water sparingly has become a necessity at UJ. Water savings achieved for 2018, compared to 2015 amounted to 15,02%. This was primarily achieved by ceasing all forms of daytime irrigation using municipal

water. As far as possible, borehole water is used on all campuses. A project is still in progress to harvest the underground water at the DFC Qoboza/Klaaste (QK) Building for the purpose of irrigation.

A number of initiatives implemented in 2018 contributed to water savings. The key focus areas in the reduction of water consumption for 2018 were as follows:

- Renovating two boreholes on APK, for the purpose of using the water for irrigation.
- Harvesting rain water for the purpose of irrigation.
- Rolling out awareness campaigns on campuses and in residences to achieve water savings.
- Achieving 50% installation of water restricting showerheads in residences.

The key focus areas in the reduction of water consumption for 2019 are as follows:

- Ensuring that the design of all new student residences makes use of push-taps at kitchen hand basins, bathrooms and trialling push-taps in shower cubicles to reduce water loss due to inadvertent open tap losses after water supply cuts.
- Drilling of an additional new borehole on each of the campuses, for the purpose of using the water for irrigation.
- Benchmarking water usage against other universities and using this as an incentive to increase savings at UJ.
- Conducting further awareness campaigns on campuses and in residences to achieve water savings.
- Continuing with the ongoing installation of water restricting showerheads.
- Considering the use of waterless urinals to reduce water consumption and investigating a waste concentration system on the APK Campus to reduce sewage costs and allow for substantial water recovery for irrigation purposes.

Initially, it was thought that harvesting the underground water at the DFC QK Building for the purpose of irrigation and diverting this water to the John Orr Building for irrigation purposes would be worthwhile, but a technical and economic analysis indicated that the water flow is too small to justify the expense presently.

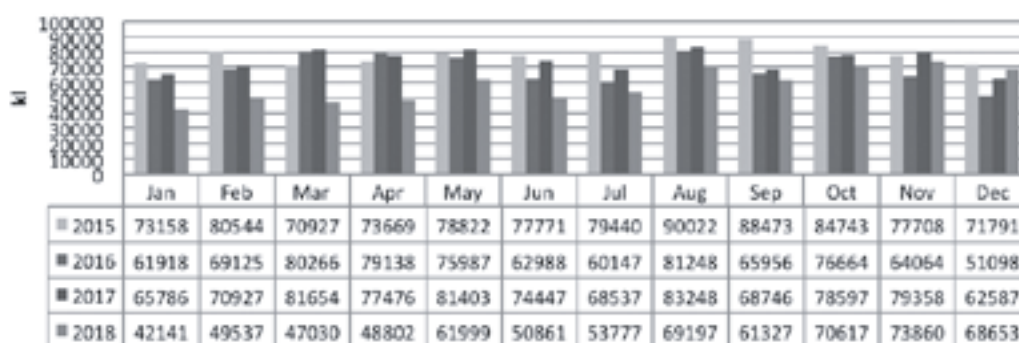


Figure 5: UJ total water consumption comparison from 2015 to 2018

WASTE MANAGEMENT

An analysis of the different types of waste generated in the reporting year is depicted in Table 8, while Table 9 provides an overview of total waste generation compared to recycled waste.

Table 8: Different types of waste recycled from January 2011 to December 2018

Month	Com Paper	White Paper	Plastic	Cans	E Waste	F Tubes	Card Boxes	Glass	Scrap Metal	Wet Waste	Fat	Garden Refuse	TOTAL	%
Total 2011	22.452T	26.934T	26.689T	13.742T	0.135T	0	37.427T	28.740T	29.803T	0	0	0	188.7T	3,9%
Total 2012	42.385T	41.505T	18.797T	9.450T	1.701T	0	56.417T	30.380T	11.108T	0	7.671T	0	288.2T	8,1%
Total 2013	39.460T	40.142T	18.028T	10.005T	1.208T	0	37.805T	18.793T	7.364T	0	14.200T	136.5T	416.6T	17,64%

Month	Com Paper	White Paper	Plastic	Cans	E Waste	F Tubes	Card Boxes	Glass	Scrap Metal	Wet Waste	Fat	Garden Refuse	TOTAL	%
Total 2014	40.088T	36.855T	19.615T	9.964T	1.445T	0	48.274T	13.930T	6.768T	0	36.220T	325.500T	538.7T	34,75%
Total 2015	31.579T	51.725T	20.335T	.117T	0.174T	0	63.932T	31.521T	4.071T	0.460T	13.100T	282.500T	506.5T	28,55%
Total 2016	53.681T	21.877T	34.056T	6.347T	0.111T	0	52.574T	16.218T	17.048T	0.464T	18.223T	293.000T	513.6T	28,89%
Total 2017	40.667T	17.526T	42.149T	8.189T	0.186T	5.98T	59.824T	27.062T	0.552T	2.126T	2.485	250.980T	456.7T	19,56%
Total 2018	37.016T	45.997T	44.592T	5.5515T	0.255T	1 67T	40.346T	5.102T	1 340T	0.570T	8.315T	263 140T	521.5T	22,54%

Table 9: Waste generated versus waste recycled – 2011 to 2017

Year	Waste generated (ton)	Waste recycled (ton)	Percentage
2011	4 838.48	188.714	3,9%
2012	3 559.188	288.274	8,1%
2013	2 361.88	416.64	17,64%
2014	1 551.27	539.707	34,75%
2015	1 773.805	506.515	28,55%
2016	1 818.893	513.599	28,23%
2017	2 333.524	456.661	19,56%
2018	2 312.872	521.481	22,54%

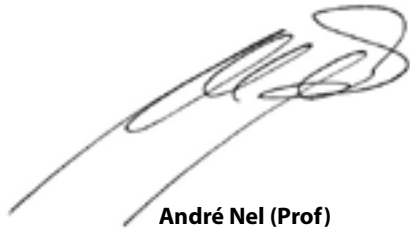
CONCLUSION AND WAY FORWARD

As mentioned at the outset of this report, the development of the Strategic Plan 2025, anchored in the single strategic goal, global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

The expanding nature of the campuses, increasing student numbers as well as cost containment pressures will create a challenging environment for the institution to meet its sustainability goals. However, a good foundation has been established to measure and manage our sustainability goals into the future.

During 2019, a new methodology for environmental reporting (specifically the G4 sustainability reporting guidelines of the Global Reporting Initiative) will be fully implemented, and this will allow a more complete review of environmental impacts of areas sometimes invisible to sustainability reporting (such as excessive paper usage). Another reporting initiative will be the phasing in of the effective tenant model for energy and resource usage reporting. This will normalise results for the changing demographics of UJ in terms of the growing residential student population and the increased tenancy of the energy intensive STEM faculties.

The focus areas for 2019 will be to expedite initiated sustainability projects, such as the first solar photovoltaic installation, as well as the replacement of geysers with more efficient reverse heat pump solutions in the larger residences. Specific additional areas of focus will also include stakeholder engagement, especially with students, the diversification of energy sources with emphasis on renewables, including solar and natural gas, and further technology advancements within sustainability in terms of the new building programmes.



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Executive Director: Operations (Acting)



André Swart (Prof)

Chief Operating Officer



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Vice-Chancellor and Principal



Mike Teke (Mr)

Chairperson of Council









Occupational Health and Occupational Safety

OVERVIEW

The purpose of this integrated Occupational Health and Occupational Safety report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2018. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

THE UJ HEALTH AND SAFETY MODEL

A unique Health and Safety Model has been created at UJ, according to which the disciplines of Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing and medical practice aimed at the prevention of health effects on the employee due to occupational exposure. In comparison, Occupational Safety ensures a safe physical environment for persons (staff, students and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

Structures at UJ responsible for Occupational Health and Safety

At UJ, the Head: Occupational Health Practice reports to the Registrar. The Head: Occupational Safety Department reports to the Chief Operating Officer.

Nature and scope of collaboration between OSD and OHP

The independent management of the two divisions at UJ allows for specialised assessment and analysis of risk. The further potential value is in risk mitigation or elimination from both perspectives. Collaboration between the two divisions in addressing joint themes, however, is entrenched practice.

ETHICAL-LEGAL UNIVERSE

Occupational Health Practice

Professional registrations

The South African Nursing Council governs nursing qualifications, registrations and scopes of practice of professional nurses. Relevant Codes of Good Practice and National Standards are followed. The Health Professions Council of South Africa and the South African Society for Occupational Medicine govern the practice of the occupational physician. Membership of professional bodies is closely observed to ensure professional accountability, competence and ethics.

Ethical framework

The international ethical framework includes the Code of Ethics for Occupational Health Services of the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations



of the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide practice.

Legal framework

The legal universe governing the OHP includes legislation and standards on occupational health and safety, medicine/nursing, injuries on duty, public health, food safety, emergency medical services, mental health, disability/incapacity management, absenteeism, hazardous substances, event medical risk, disaster management, radiation, worker health, and tobacco control.

Occupational Safety Department

Ethical framework

Ethical requirements are to provide and maintain, as far as reasonably practicable, a workplace that is safe and without risk to the health and safety of employees, visitors and students on the premises of the University of Johannesburg ? no harm should befall any person entering our premises.

Legal framework

The legal universe governing occupational safety includes legislation and standards on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning and evacuation control, contractor safety, and legal training.

Occupational safety risks requiring certification

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, lifts, lifting tackle, pressure equipment and electrical installations.

UJ HEALTH AND SAFETY PROGRAMMES

Programmes resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure 6. *Risk assessment*, *disaster risk* and *event risk* appear in both fields, because they are evaluated for risk from both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

AUDIT TYPES AND CYCLES

Occupational Health Practice

Occupational health risk is identified either through the planned programme of two-yearly outsourced quantitative occupational hygiene surveillance and qualitative health risk assessments by the UJ OHP team or through emerging risk. Health risk assessments are reflected in health risk profiles that have been developed for each campus and for UJ as an entity. Relevant quantitative surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise and extraction ventilation are included as indicated per environmental exposure potential. Audit reports provide substantiated risk rankings, advisories on training, signage, personal protective equipment and suggested medical surveillance for vulnerable (exposed) groups. Such reports are shared with stakeholders in Operations, Occupational Safety and the relevant HOD for implementing.

The audit intervals occur in accordance with the Occupational Health and Safety Act 85 of 1993, as amended, and its regulations.

Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Operations and the Occupational Safety Department. The Safety Management Programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections,



Figure 6: UJ health and safety programmes

statutory maintenance, contractor safety, and asbestos management. The Safety Management Programme is updated when risk is reported or risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure audit is conducted annually. Ad hoc audits are conducted as risks are identified.

OVERARCHING RISK THEMES AND RISK MITIGATION

Key risks addressed at the Occupational Safety Department in 2018

- Emergency escape doors ground floor unblocked at APK Library. Escape route cleared of mud, lights repaired and thump lock installed.
- Studio 166 and 167 Jewellery Department: all ball valves replaced.
- Expired gas sensors replaced at various departments.
- Fire clearance certificate received for the diesel tanks on APK.
- Additional shelves installed at C Lab outside chemical storage facility.
- Certificate of Compliance received for the gas reticulation on the UJ Island.

- Escape door on Level 3 APK Library completed.
- Certificate of Compliance in place for gas lines in the Jewellery Department APB Campus.
- General Machinery Regulations 2 – competent person appointed.
- Additional chemical storage cabinets installed at Zoology Department.
- Cabinets connected to the ventilation system at Zoology Department.
- Fire panel replaced and the new installation reprogrammed. Evacuation alarm relay replaced. New cables and push button installed at Protection Services SWC.
- Certificate of Compliance in place for FADA gas installation.
- Imbizo Hall escape doors replaced.

Key risks addressed at the Occupational Health Practice in 2018

- **The UJ qualitative Occupational Health Risk profile was updated to reflect the 2018 status, based on all health risk assessments conducted on all campuses.**

29 risks were identified and allocated ratings of high, moderate or low risk. *The campus presenting with the most risks overall was DFC at twelve, followed by APK at ten, SWC at four and APB at three.*

- 37% HIGH risks

HIGH risks consisted of poor housekeeping and poor ventilation leading to injuries and ill health, improper stacking, maintenance and storage. The campus with the most HIGH risk annotations was DFC at 54%, followed by APK at 30%.

- 31% MODERATE risks

Nine MODERATE risks constituted 31% of the total and included working in cryogenic conditions, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the most moderate risks was APK at 50% of such risks.

- 31% LOW risks

LOW risk was assigned to a further 31% of health risks, namely poor housekeeping and poor indoor air quality potentially causing injury, illnesses and low work performance. The campus presenting with the most LOW risk findings was DFC at three, while all other campuses showed two LOW risks.

- **UJ Island health risk assessment and emergency medical care response mock exercise**

A health risk assessment was conducted at the UJ Island and findings submitted to relevant line managers. A mock emergency medical response exercise was arranged to familiarise the newly contracted ER24 with the site and to enhance collaboration with the National Sea Rescue Institute at the UJ Island, which will provide logistical support during medical emergencies during inclement weather.

- **Travel destination risk: gap at UJ**

A potential gap in corporate travel at UJ was again made known to the UJ Management: UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time. The International SOS Proposal in this regard was brought to the attention of the management for reconsideration.

- **Emergency Medical Care (EMC) at UJ**

- ER24 Service Level Agreement: A tripartite agreement is being finalised after Short-term and Long-term Insurance Act amendments necessitated a separate billing structure for the risk component and the actual EMC component of invoicing. Induction activities, two intranet banners, circulars and posters were enlisted to increase awareness on the UJ emergency number (011 559 2555) and the ER24 trigger number (010 205 3050), which can be used by any staff member or student in a medical emergency. Operational meetings were held periodically and initial individual case management occurred via SMS.
- The UJ ambulance was decommissioned in line with the latest legislation that requires an institution to be duly registered and managed as an emergency service (a system that proved not to be feasible in terms of the cost of facilities, vehicles and registered paramedics required).
- A memorandum was directed to the MEC on EMC at UJ, delineating scopes of practice and roles, and accountabilities. An analysis of EMC services delivered to UJ by all stakeholders, i.e. the contracted ER24, professional nurses at clinics and the reaction teams at Protection Services, was prepared and a memo submitted to the MEC. The objective was to explicate the legal-ethical background and professional scopes of practice of responders, and to clearly delineate the roles of all stakeholders in responding to medical emergencies on UJ premises.



Key occupational health and safety risk themes identified and addressed by processes/ programmes at UJ

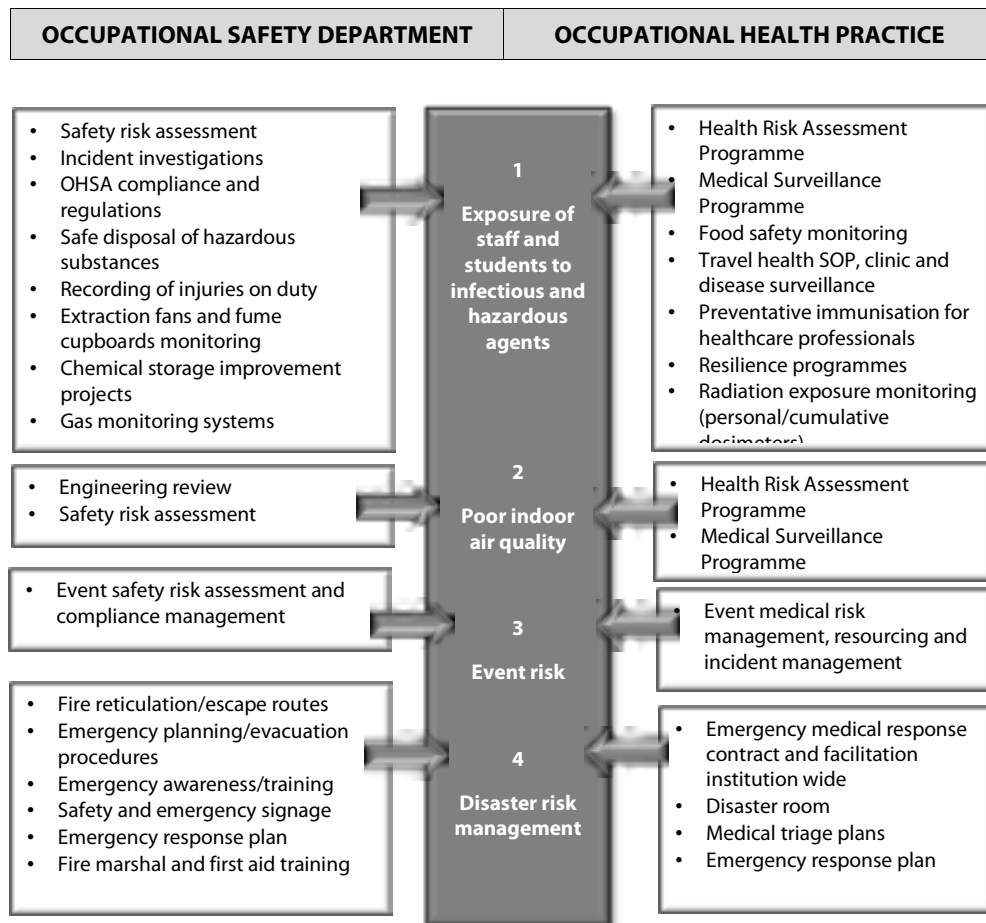


Figure 7: Key occupational health and safety risk themes identified and addressed at UJ

Occupational health and safety risks unpacked

Table 10: Exposure of staff and students to hazardous chemical and biological agents

EXPOSURE TO PHYSICAL, HEALTH AND ENVIRONMENTAL HAZARDS OF CHEMICALS	
RISK TITLE	CONTROL PROCEDURE
<p>1. Hazards of chemicals*</p> <ul style="list-style-type: none"> Physical hazards of chemicals may present as explosion, fire, pyrophoric substances. Health hazards of chemicals, such as carcinogenicity, mutagenicity and skin corrosion may present at research environments, in painting, carpentry shops, and workshops. Environmental hazards of chemicals, such as chronic aquatic toxicity. <p>* Classification aligned with the Globally Harmonized System of the Classification and Labelling of Chemicals (UN 2013).</p>	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> 0% notifiable occupational disease identified in both 2017 and 2018. Cyclic health risk assessments in high-risk environments according to legal instruction. Completion rate was 160% of the scorecard target, compared to 107% in 2017. All staff at risk of exposure are admitted to the UJ Medical Surveillance Programme. In 2018, 126% of targeted medicals were completed. Qualitative health risk assessments on site conducted by the OHP professional nurses and OH medical doctor totalled 41, in line with the annual health Risk Audit Plan. Asbestos suspected at DFC Law Clinic was sampled and found positive; due legal process followed by Operations to safely remove the same. The 2018 quantitative Occupational Hygiene surveys* were completed in accordance with the annual Health Risk Audit Plan: <p>✓ FADA: Hazardous Chemical Substance (HCS) Surveys at Visual Art, Jewellery, Ceramic Workshop and Industrial Design.</p> <p>The request was to sample and quantify occupational exposure risks with regard to hazardous chemical substances at FADA, in accordance with the requirements of the Occupational Health and Safety Act 85 of 1993.</p> <p>Key findings: Regarding the exposure risk to hazardous chemical substances, it was found to comply with statutory requirements.</p> <p>The Occupational Health Practice will continually conduct health risk assessments and/or quantitative surveys when indicated. This Practice further conducts medical examinations on employees exposed to such risks and hazards.</p> <p>✓ FS Chemistry and Applied Chemistry laboratories – surveys for HCS</p> <p>The most recent project took place at both DFC and APK Chemistry and Applied Chemistry laboratories of the Faculty of Science in October 2018. The service provider was briefed to undertake the following survey at such laboratories on each campus:</p> <ul style="list-style-type: none"> Volatile Organic Compounds (VOC) Survey <p><i>DFC findings:</i></p> <ul style="list-style-type: none"> Employee exposure to inorganic acids and VOCs complied with statutory requirements. <p><i>APK findings</i></p> <ul style="list-style-type: none"> Employees were not presented with the health risk of inhaling VOCs during work with solvents for use at C2 Labs. <p>*Comprehensive reports are available from the Head: OHP</p> <p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> OSD provides the fire safety service, which includes fire and evacuation alarms, a gas monitoring system and fire equipment. OSD provides the waste management system. Waste generated is removed to the designated waste areas where waste is recycled into the following categories: white paper, common paper, plastic, tins, glass, metal, card box paper, wet waste, garden refuse. Safe disposal certificates are issued for all hazardous disposed waste. Fluorescent tubes and fat waste form part of the recycling process.



<p>2. Storage of hazardous chemicals at the following departments within the John Orr Building</p> <ul style="list-style-type: none"> • Applied Chemistry • Applied Physics • Biomedical Technology • Biotechnology and Food Technology • Chemical Engineering • Emergency Medical Care • Extraction Metallurgy • HAP Lab • Homoeopathy Department • Laser Research Centre • Water and Health Research. 	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> • OSD met with all end users. Following action plans are in place: <ul style="list-style-type: none"> ➤ The following recommendations were made: <ul style="list-style-type: none"> ○ Bulk storage facilities ○ Free standing chemical storage cabinets ○ Free standing chemical storage cabinets with extraction ○ Combination of bulk chemical storage facilities and chemical storage cabinets ➤ Based on the recommendations, the OSD provided a detailed cost report with recommendations to the project leader.
<p>3. Laboratory exposure hazards.</p>	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> • OSD is registered with VITAL Link, which is responsible for all updates on safety data sheets (SDS). SDS information is available on the intranet.
<p>4. Non-compliance with the OHS Act and regulations regarding service, upgrade and provision of fume cupboards, ventilation systems and hazardous storage facilities.</p>	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <p>Installation of gas monitoring systems, and design, installation, upgrade of equipment and facilities were completed. Ongoing in 2019.</p> <ul style="list-style-type: none"> • Gas monitoring cells replaced at the Faculty of Science. • Chemical storage cabinets connected to the extraction system at D Lab. • Tender registered for the installation of chemical storage cabinets with spilling trays at Zoology and Botany, and Plant Biotechnology. • Additional storage racks installed at the main chemical storage facility on APK Campus. • Current risks <ul style="list-style-type: none"> ➤ Fume cupboards used as storage space. <ul style="list-style-type: none"> ○ Housekeeping has improved at the Faculty of Science. ➤ Flammable and non-flammable chemicals stored together. <ul style="list-style-type: none"> ○ Housekeeping has improved at the Faculty of Science. ➤ Free standing cabinets not connected to the extraction system. <ul style="list-style-type: none"> ○ Tender process in place to connect some cabinets. ➤ Spilling trays not available at all storage spaces. <ul style="list-style-type: none"> ○ Forms part of tender process.
<p>5. Library and Bindery exposures</p> <ul style="list-style-type: none"> • Staff working with benzene, thinners, lacquer spray and glue are also exposed to paper dust, which could lead to respiratory irritation. Occasionally using dust masks. • No extractor fans. • Emergency exit very close to the DB boards might pose a risk during evacuation in case of a fire when some of the staff members are working on the other side of the department. 	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> • Personal protective equipment (PPE) issued to staff. • Extractor fans to be installed to minimise exposure to chemicals. Not connected. • Safety data sheets (SDS) of all chemicals in use to be readily available at all work stations. • Safety representative made aware of the identified risks. Audit conducted with recommendations. • Maintenance contract in place for extraction fans and fume cabinets. • First aiders trained and equipped with first aid boxes. • Fire marshals trained. • OSD conducts annual inspection on all first aid boxes issued to trained and appointed first aiders. <p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> • Staff members were included in the Medical Surveillance Programme.



EXPOSURE TO HAZARDOUS BIOLOGICAL AGENTS	
RISK TITLE	CONTROL PROCEDURE
1. Healthcare workers in clinics exposed to patients with communicable disease such as HIV, Hepatitis B and TB; needle-stick injuries.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Vaccines for healthcare workers: Vaccines were given and blood tests done for professional nurses and administrative staff at clinics, Protection Services staff and sewage workers to prevent diseases. Annual Influenza Campaign: 523 free immunisations were done in 2018, as compared to 503 in 2017. Masks in stock; guidelines developed for clinicians at UJ. OHP completed the DFC Clinic relocation and upgrade project.
2. Students and staff buying food and drinking water on site.	<ul style="list-style-type: none"> Food Safety Programme: quarterly audits. Compliance with international hazard analysis and critical control point norms at a rate of 85% is expected. The UJ annual average was 88% in 2018 compared to the same rating the previous year. <p>✓ Food safety (hazardous biological agents) audits quarterly at all food vendor outlets, the UJ Island, JIAS, JBS and UJMA. Comprehensive reports submitted to MEC Risk Management Committee.</p>
3. Official UJ travellers are at risk of communicable disease.	<ul style="list-style-type: none"> Travel Medicine: The OHP is a travel clinic, and as such provides vaccines, medical travel bags and screening of emerging disease outbreaks to UJ staff.
4. Water-borne disease risks.	<ul style="list-style-type: none"> Water quality audits 2018 <p>✓ Water quality (hazardous biological agents) audits 2018 at Campus Health service APK, Windsor 48, and DFC QK Building groundwater</p> <p><i>APK Campus Health service</i></p> <ul style="list-style-type: none"> All the water samples were deemed fit for human consumption. <p><i>No 48 Windsor Road</i></p> <ul style="list-style-type: none"> "Most of the chemical parameters complied with the drinking water limits, except for colour, turbidity and iron. They can be removed with filtration, but can be treated by oxidation and then be filtered. Therefore, the water is not deemed fit for human consumption. In conclusion, all the bacteriological parameters complied with the drinking water." Matter referred to ED: Operations. <p><i>QK Building DFC</i></p> <ul style="list-style-type: none"> The iron and manganese are naturally present in groundwater, it can be tolerated at concentration 300ug/l for iron and 100ug/l for manganese because at those concentrations they do not have a health risk issue. The way to correct this is to use an oxidation treatment system and then filtration. The bacteriological contaminants in the water can be corrected by disinfection systems like chlorination or UV lamp. Therefore, not all the water samples are deemed fit for human consumption. The ED: Operations and the Registrar were informed. <p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> Borehole water samples were taken from Magasyn, Lebone, Island and the VC residence. Tender process registered for the installation of chlorinators. Current risks: <ul style="list-style-type: none"> ➤ During the site visit, the total chlorine and free chlorine level was 0 mg/L for the borehole water samples indicating that the water was not correctly/sufficiently chlorinated. The SANS 241 limit for operations is 5 mg/L. ➤ Microbiological activity had also been detected in the water samples collected at the sites. ➤ For the heavy metal analyses, both Sodium (Na) and Zinc (Zn) levels were above the SANS 241 drinking water quality guideline. If a person were to drink this water directly, there would be a risk. According to the SANS 241 guideline, Sodium and Zinc above the SANS 241 level also pose an aesthetic risk.



EXPOSURES AT PHOTONICS LABORATORY	
RISK TITLE	CONTROL PROCEDURE
Exposure to laser rays, fluorine gas and hydrofluoric acid.	<ul style="list-style-type: none"> • Baseline photonics health risk assessment conducted in 2009. • Fluorine gas cylinder placed outside the facility; gas monitoring installed.
EXPOSURE TO X-RADIATION AND RADIO-NUCLIDES	
RISK TITLE	CONTROL PROCEDURE
Overexposure to radiation from XRDs and isotopes.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> • An <i>audit on and inspection of radioactive sources and X-ray equipment</i> at UJ were conducted by the radiation protection officer, on request of this Practice. • Acquisitions and disposal of radionuclides in line with Department of Health (DOH) (Directorate Radiation Control), the uranium authorisation by Department of Energy and the annual report of non-proliferation as required by Department of Trade and Industry were facilitated. • All radiation workers are registered with DOH and receive dosimetry badges and medical surveillance. • One incident of overexposure was referred to the RPO to investigate. Awaiting result. • Dosimetry disks were issued to radiation workers and SABS readings interpreted for overexposure. • Radiation HAZMAT procedure written. • Investigations of overexposures. • OHP conducted a Google survey among stakeholders in radiation research to assess the current system. The radiation protection officer role will be migrated to the Operations domain to correctly position this critical role institutionally.



Table 11: Poor indoor air quality

POOR INDOOR AIR QUALITY	
RISK TITLE	CONTROL PROCEDURE
<p>1. Building-related Illnesses (BRI).</p> <ul style="list-style-type: none"> Acute phase is linked to Sick Building Syndrome: Headaches, ENT irritation, dry cough, dry/itchy skin; dizziness and nausea; difficulty in concentrating, fatigue, sensitivity to odours; rash. Illness phase: BRI: Cough, chest tightness, fever, chills; muscle aches headaches, allergic conditions; low cognitive focus. 	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <p><i>Final listing of high risk areas was supplied to Operations in 2017, for assimilation into the UJ Master Plan for Maintenance. No further results have been received, yet health risk assessments proceed.</i></p> <p><i>In 2018, general and extraction ventilation surveys were done at FEBE, DFC and APK and further at FADA targeted areas.</i></p> <div style="background-color: #f2f2f2; padding: 5px; margin: 10px 0;"> <p>✓ 1 a FEBE ventilation surveys – DFC report (180251-AR) Sep 2018</p> </div> <ul style="list-style-type: none"> <i>General Ventilation Survey</i> <p>“...it may be concluded that the general ventilation of work areas at FEBE of the UNIVERSITY OF JOHANNESBURG, DOORNFONTEIN CAMPUS, complied with statutory requirements and recommended standards at most of the measurement areas.</p> <p>However, the following non-conformances were identified:</p> <ul style="list-style-type: none"> ➤ Fresh outside air was not supplied to Office 1123a of Physical Metallurgy, office on the First Floor of Mineral Processing and Coal Laboratory of Extraction Metallurgy. The absence of a fresh outside air supply is in contravention with the National Building Regulations, which requires that every habitable room shall be provided with uncontaminated, fresh outside air. ➤ Linear air velocities did not conform to the recommended standard of at least 0,1 m/s at 13 of the 20 measurement areas. A lack of air movement may cause thermal discomfort, stale air, poor fresh air distribution and a build-up of air contaminants. ➤ Indoor dry bulb temperatures did not conform to the recommended range for summer months at 60% of the measurement areas. Dry bulb temperatures that do not conform to recommended standards may cause thermal discomfort, fatigue and have an increased risk of accidents and errors. ➤ Carbon dioxide, carbon monoxide and relative humidity levels conformed to recommended indoor air quality standards at all of the measurement areas.” <i>Extraction Ventilation Survey</i> <ul style="list-style-type: none"> ➤ “The average face velocity of the fume cupboard at the Experiment Room 2 did not conform to the recommended standard of 0,5 m/s with the sash door 100% open. ➤ Average face velocities of fume cupboards at Student Meeting Room 1122 of Physical Metallurgy and Fume Cupboard 02825 at Wet Chemistry Laboratory 6221 of Chemical Engineering Laboratory did not conform to the recommended standard with the sash doors open at the safe sash mark (sash door 60% open). However, average face velocities of the two fume cupboards conformed to the recommended standard with the sash door 45% open. ➤ Extraction velocities of hoods at Foundry G316 (Hoods 1 and 3), Heat Treatment Room G316a (Hoods 02882 and 02883), Welding Room G316a (Hood 2), Sample Preparation Room 1121, as well as a large number of the extraction units at Experiment Rooms 1 and 2 of Extraction Metallurgy, did not conform to the recommended standard. Substandard capture velocities may result in the loss of containment and expose workers to airborne hazardous chemical substances. ➤ Extraction velocities of the remainder of the extraction ventilation systems conformed to recommended standards.”



✓ **1b FEBE ventilation surveys –
APK report (180251.1-AR) 2018**

• *General Ventilation Survey*

“.. it may be concluded that the ventilation of work areas at FEBE of the UNIVERSITY OF JOHANNESBURG, AUCKLAND PARK CAMPUS, complied with statutory requirements and recommended standards at most of the measurement areas.

Non-conformances included the following:

- Fresh outside air was not supplied to five of the 45 measurement areas. The absence of a fresh outside air supply is in contravention of the National Building Regulations, which requires that every habitable room shall be provided with uncontaminated, fresh outside air.
- Linear air velocities did not conform to the recommended standard of at least 0,1 m/s at 30 of the 45 measurement areas. A lack of air movement may cause thermal discomfort, stale air, poor fresh air distribution and a build-up of air contaminants.
- Indoor dry bulb temperatures did not conform to the recommended range for summer months at 80% of the measurement areas. Dry bulb temperatures that do not conform to recommended standards may cause thermal discomfort, fatigue and have an increased risk of accidents and errors.

The carbon dioxide, carbon monoxide and relative humidity levels conformed to recommended indoor air quality standards at all of the measurement areas.”

• *Extraction Ventilation Survey*

“The average face velocity of the fume cupboard at the Workshop of Metallurgy, Building 01: Civil Engineering Science, did not conform to the recommended standard of 0,5 m/s, which may result in the loss of containment.

- Average capture velocities of Hoods 1 and 2 at Welding Bay 112 of Building 04: Mechanical Engineering conformed to the recommended standard.

✓ **2 FS Chemistry and Applied Chemistry laboratories –
surveys for extraction ventilation and general ventilation.**

DFC findings

- General ventilation compliance was found, yet three areas were non-conforming: no fresh air supply to Nanomaterial Lab and Applied Chemistry Lab; linear velocities were lacking in 11 of 15 areas and dry bulb temperatures were inadequate in 2 of 15 areas. CO, CO₂ and relative humidity levels conformed to indoor air quality standards.
- Average face velocities of fume cupboards at the sash door 50% open, in 46% of measured areas, did not conform.

APK findings

- General ventilation was found lacking in a large number of areas: no fresh air supplied to 18 of 26 areas, linear velocities not compliant in 20 of 26 areas and dry bulb temperatures non-compliant in 23% of areas. CO, CO₂ and relative humidity levels conformed to indoor air quality standards.
- Around a third of the face velocities of fume cupboards conformed to the standard.

✓ **FADA: Extraction ventilation surveys** at Visual Art, Jewellery, Ceramic Workshop and Industrial Design.

It was found that extraction ventilation systems were in good working order. However, extraction ventilation at Welding, Soldering, Polishing, Spray-painting and Casting work stations did not comply with recommended/ statutory requirements.

Recommended actions appear on pages 16 to 18 of the report.*

The Dean: FADA was requested to take note and assimilate into their Repair and Maintenance Programme.

***Comprehensive reports available from HOD: OHP**



2. Poor ventilation at the Faculty of Education (FE) and College of Business and Economics (CBE) and DFC offices in general, especially at FHS; JOB.	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> Final listing of high-risk areas was supplied to Operations in 2017, for assimilation into the UJ Master Plan for Maintenance. No further results have been received, yet health risk assessments proceed. Temperature readings will be taken in January 2019 at the Faculty of Health Sciences. All the readings are suspected to be above the recommended indoor air quality standard for office environments, that is, 20 °C to 24 °C measured by the dry bulb probe.
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Table 12: Exposure to noise

EXPOSURE TO NOISE	
RISK TITLE	CONTROL PROCEDURE
Noise exceeds the legal thresholds at the Central Machine Room, Geology; FADA; FEBE; gardening/technical workshops.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Audiometry assessments are conducted on staff exposed to noise every two years. Recommendations are sent to HODs to ensure that staff wear hearing protection. <p>✓ Focused Noise Surveys – APK, APB and DFC</p> <p>This Practice conducts cyclic formal quantitative Occupational Hygiene noise surveillance to assess UJ's compliance with the Noise Induced Hearing Loss Regulations under the Occupational Health and Safety Act 85 of 1993, as amended.</p> <p>The 2018 survey was completed at selected high-risk areas on APK, DFC and APB identified by the Occupational Health team during their site visits and health risk assessments. Selected high-risk areas measured were:</p> <p><i>DFC</i> Industrial Engineering (G305), High Structure Civil Engineering, Extraction Metallurgy Laboratory (G409) and Sample Preparation Workshop (G409) (See Noise Plan A)</p> <p><i>APK</i> Civil Engineering and Mechanical Engineering (See Noise Plan A) Gardening Workshop, Milling Room and Sample Preparation Laboratory (See Noise Plan B)</p> <p><i>APB</i> FADA Industrial Design Department and Visual Art Department, Gardening Workshop, Key Office (G106), Operations Maintenance Workshop</p> <p>Key findings from reports</p> <p><i>DFC</i> "... it may be concluded that average noise rating levels exceeded the 85 dBA noise rating limit at the ear of the operator during operation of noise-producing equipment/activities at High Structure Civil Engineering, the Extraction Metallurgy Laboratory (G409) and the Sample Preparation Workshop (G407), which may present employees with a noise induced hearing loss risk. High Structure Civil Engineering, the Extraction Metallurgy Laboratory (G409) and the Sample Preparation Workshop (G407) must be demarcated or remain demarcated as noise zones and hearing conservation measures must be implemented or maintained."</p> <p><i>APK</i> "... it may be concluded that average noise rating levels exceeded the 85 dBA noise rating limit at a number of workplaces or parts of workplaces during operation of noise-producing equipment and activities (marked with a black dot in Table 5.1), which may present employees with a noise induced hearing loss risk. Workplaces where the noise rating level exceeded the statutory limit must be demarcated or remain demarcated as noise zones and hearing conservation measures must be implemented or maintained. Whereas, portable noise-producing equipment should remain identified or be identified as noise sources."</p> <p><i>APB</i> "... it may be concluded that average noise rating levels exceeded the 85 dBA noise rating limit at the ear of the operator during operation of noise-producing equipment (marked with a black dot in Table 5.1), which may present employees with a noise induced hearing loss risk. Workplaces where the noise rating level exceeded the statutory limit during operation of noise-producing equipment must be demarcated or remain demarcated as noise zones and hearing conservation measures must be implemented or maintained. Whereas the leaf blower and brush cutter at the Gardening Workshop must remain identified as noise."</p>



	<p>Important action required from HODs and OSD:</p> <p>The full reports were sent to HODs for their urgent attention: the demarcation of noise zones as per Noise Plans, the availing and enforcement of the use of personal protective equipment and related training were for their attention.</p> <p>OHP role: Audiometry</p> <p>The Occupational Health Practice ensures that all persons potentially exposed to occupational noise levels equal to or exceeding 82 dBA are enrolled onto the Medical Surveillance Programme, which implies baseline, annual and exit audiometric assessments conducted at the Campus Clinics. The purpose is to prevent Noise induced hearing loss resulting from occupational exposure under Regulation 8.</p> <p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> OSD has acquired a noise reader that will be used to conduct readings when required.
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Table 13: Poor illumination

EXPOSURE TO POOR ILLUMINATION	
RISK TITLE	CONTROL PROCEDURE
Poor illumination in selected occupational environments.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <p>Two illuminance surveys at FEBE and FS were undertaken in 2018:</p> <p>1 FEBE Illuminance Survey DFC report (180251-AR) Sep 2018</p> <p><i>Lighting Survey</i></p> <p>It was concluded that “the average illuminance at approximately 26% of the measured areas did not comply with minimum statutory requirements”.</p> <p>Examples were depreciated lamps, fused lamps and discoloration of plastic prismatic diffusers.</p> <p>Recommended actions and lighting plans were submitted.</p> <p>Reports were submitted to respective Executive Deans and OSD.</p> <p>2 FS Chemistry and Applied Chemistry laboratories surveys for illumination</p> <p><i>DFC findings</i></p> <ul style="list-style-type: none"> Approximately 43% of the measured areas did not comply with minimum statutory requirements for illuminance. <p><i>APK findings</i></p> <ul style="list-style-type: none"> Average illuminance in majority of areas were compliant. <p>Recommended actions and lighting plans were submitted.</p> <p>Reports were submitted to respective Executive Deans and OSD.</p>

Table 14: Employee mental health

EXPOSURE TO OCCUPATIONAL PSYCHOLOGICAL RISK FACTORS	
RISK TITLE	CONTROL PROCEDURE
Psychological stress following traumatic occupational incidents, especially in Protection Services Division.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Multiple requests for assistance are treated with debriefing, referrals for counselling and/or medical treatment; or admission to hospital. Advanced cases of psychological stress impact result in an Ill Health Incapacity application to the pension fund.



Table 15: Poor ergonomic practices

SELECTION OF OFFICE FURNITURE	
RISK TITLE	CONTROL PROCEDURE
The historical review in September 2016 on past health risk audits at the Faculty of Science found general non-compliance regarding the ergonomic design of chairs, the placement of fire extinguishers and that display screens of desktop computer screens are mounted too high.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Occupational environments, including Procurement, were provided with specifications on ergonomically sound equipment and chairs. <p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> Fire extinguishers installed too high were lowered to appropriate heights.
POOR POSTURE	
<ul style="list-style-type: none"> Awkward postures. Poor orientation to computer workstations. Display screen height of laptop monitors too low. Arm rests interfered with positioning of chairs. 	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Occupational environments, including Procurement, were provided with information on ergonomically sound sitting habits. Ergonomic assessments are conducted by the OHP in individual cases.

Table 16: Event risk

EVENT MEDICAL RISK	
RISK TITLE	CONTROL PROCEDURE
Overcrowding, stampeding, slip and fall injuries, bleeding, suffocation, shock, fatalities, food poisoning, electrocution, insect stings, allergic reactions, fractures, dehydration, and manifestation of unknown pre-existing medical conditions.	<p>OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS</p> <ul style="list-style-type: none"> Event medical risk assessment. Allocation and deployment of Emergency Medical Service resources. Medical Operational Plans submitted to City Council. Resource allocation in accordance with SANS 10366. Surveillance and situation reports during high-risk events. Newly gazetted emergency medical response regulations researched and implications extracted for UJ in a strategy.
EVENT SAFETY RISK	
RISK TITLE	CONTROL PROCEDURE
<ul style="list-style-type: none"> Structural collapse Obstructed escape routes Fire risk Interrupted utilities Non-compliant waste management practices Contractor non-compliance Gas leaks Inadequate ablution facilities Inadequate lighting Natural disasters such as thunderstorms, lightning. 	<p>OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS</p> <ul style="list-style-type: none"> Event safety risk assessment Event safety plans Certificate of Compliance Compliance with electricity and structural regulations Escape routes Contractor safety file Waste management Emergency response Fire reticulation



Table 17: Disaster risk management

DISASTER RISK MANAGEMENT	
RISK TITLE	CONTROL PROCEDURE
1. Emergency medical response to all UJ campuses.	OCCUPATIONAL HEALTH PRACTICE INTERVENTIONS <ul style="list-style-type: none"> Contract with ER24 efficiently activated as from 1 April 2018. Seamless migration from previous service provider.
2. Fire alarm system not working at the QK Building.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> New fire alarm system will be integrated into the current system.
3. Diesel storeroom at DFC not approved by fire safety.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> 50 mm breather pipe to be installed from diesel tank to the outside of the storeroom. Floor space inside the store room to be demarcated. Fire safety to conduct final inspection for approval end of March 2019.
4. Leakage risk at QK Building lower ground.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Tender process.
5. Installation of addressable fire alarms at all residences. Of the 29 residences only six residences have fire alarms installed.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Report forwarded to the COO to assist with funding. It was recommended that the installation of fire alarms be addressed over five years. All fire alarms, evacuation alarms, gas monitoring alarms and gas suppression alarms are on a maintenance plan. Safety practitioners are testing all alarms on a monthly basis.
6. Disaster management at UJ not up to standard.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Fire drills have been scheduled since 2009, and 52 evacuation drills were conducted in 2018. Ongoing in 2019. A total of 867 staff have been trained on health and safety matters, including emergency procedures. 35 health and safety reps appointed; 71 fire marshals appointed; 127 first aiders trained and appointed. Emergency response plan implemented.
7. Fire water tanks not in operation due to old fire water lines; major water leak at APK Library.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Project to be registered with Operations.
8. LPG and oxygen lines not compliant at the Jewellery Department.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Certificate of Compliance issued for the Jewellery and FADA gas connections.
9. Chlorinator at Lebone, Island, VC house and water tanks APK not working.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Sealed quotation registered. Awaiting proposal.
10. Escape doors at Kilimanjaro, Ndlovukazi and Horizon not compliant.	OCCUPATIONAL SAFETY DEPARTMENT INTERVENTIONS <ul style="list-style-type: none"> Project registered with Tender Office.

RISK REPORTING

The OHP places identified risks on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risks. A decision is made whether to escalate risks to the Registrar's Portfolio Risk Register and/or the UJ Institutional Risk Register. All risks are ranked and included in quarterly reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety representatives, surveys, audits, and safety meetings. Action plans are put in place for all risks identified. All high risks are recorded on the monthly safety meeting report and Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

STRATEGIC FOCUS AND TARGETS

Occupational Safety Department: Strategic direction, goals and targets

2018

- The overall compliance rate is 85,38%.
- Staff trained on health and safety matters including emergency procedures are 867 (173,4%) (target 500 staff members). Number of health and safety reps appointed 35. Number of fire marshals appointed 71. Number of first aiders trained and appointed 127.
- Six fire related incidents were reported from January 2018; 34 injuries were reported to the Compensation Commissioner.
- 52 evacuation drills conducted in 2018. Emergency planning and evacuation procedures training will be conducted in 2019 with the emphasis on offices and lecture venues; 11 evacuation alarms installed, two fire alarms installed. One gas monitoring system installed.
- 555 off-campus student accommodations have been evaluated/re-evaluated.
- 16 health and safety reps meetings have been conducted; 51 safety inspections were conducted by the safety practitioners.
- A total of 8 397 students have been inducted on emergency procedures including emergency drills at residences.
- A total of 200 contractors have been inducted on safety related matters.
- Total waste generated is 2 312.872T Total waste recycled is 521.481T (22,54%). Total hazardous waste recycled is 12.363T (fat waste, wet waste, cartridges and fluorescent tubes).

2019

- Overall compliance rate target 85%.
- Recycling figures – target 26,5%.
- Train 500 staff members on safety related matters.
- Induct 5 000 students on safety related matters and emergency awareness procedures.
- Conduct 62 evacuation drills.

2020

- Overall occupational safety compliance rate 86%.
- Recycling figures – target 26,5%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection staff on first aid and firefighting.
- Train 500 staff members annually on safety related matters.

2025

- Overall occupational safety compliance rate 88%.
- Recycling figures – target 28%.

Occupational Health Practice: Strategic direction, goals and targets

Short- and medium-term initiatives

- a) *Compliance with two legal mandates*
 - Health Surveillance of UJ staff to prevent impacts of occupational stressors such as chemicals, biological agents, physical stress, noise and radiation on health. We conduct lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed – the UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.

- Occupational Health Risk Assessments and Occupational Hygiene Surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
- b) *The APK Clinic extension is due to be operationalised.* This will provide professional space to work in.
- c) *Surveillance for global/local emerging communicable disease*, e.g. such as Listeriosis, Malaria, Influenza and Measles.
- d) *Continuous Professional Development (CPD) Service Provider:* an application was submitted to the South African Nursing Council (SANC) for registration as a Service Provider. The aim is to facilitate Portfolios of Evidence for professional nurses in the employ of UJ. CPD is compulsory and submission of such a Portfolio will be a prerequisite for annual SANC registration to practice in future.
- e) *Approaching UJ's Division for Institutional Planning, Evaluation and Monitoring (DIPeM) to assist in creating an electronic dashboard for the Occupational Health Practice.* This should serve as an indicator of progress with the annual achievement of targets and servicing legal mandates. An added, very positive opportunity now arises as the HEDA Explorer system may further be used as a repository for all past and current Occupational Hygiene Surveys and Health Risk Assessments, for big data analyses, trend analyses and epidemiology studies. Finally, enabling improved institutional accessibility to such a shared platform among key stakeholders in Occupational Safety, Operations and Heads of Departments should increase knowledge of assessed domains and compliance levels.
- f) *Legislative review project: Hazardous Chemical Agents, Lead and Asbestos Regulations*
The HOD of this Practice acts as a representative for the South African Society of Occupational Health Nursing Practitioners (SASOHN), in collaboration with the South African Society of Society of Medical Practitioners, on the Department of Labour's Medical Subcommittee of Technical Committee 7. The objective of the project is to review the Hazardous Substance, Asbestos and Lead Regulations under the Occupational Health and Safety Act 85 of 1993. UJ hosted an intensive workshop in October 2018 and reviewed comments to legislative drafts that will have significant impact on occupational environments nationally, with a focus on evidence-based practice.

Long-term initiatives

- a) Strong bilateral collaboration with equivalent peers, such as in Sigma Theta Tau International (Honour Society for Nurses), and Medichem Scientific Committee, legislative reviews for Technical Committee 7, and consistent contact with the International Commission for Occupational Health.
- b) Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitisation where possible.
- c) Trendsetting in OHP governance at an HEI.

CONCLUSION

Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. It has resulted in a merged synopsis on Occupational Health and Safety at UJ in the past four years. In addition, the record of achievement of close to zero per cent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature divisions with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two divisions assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor. The value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and health of persons entering the premises to detect risk early and to institute mitigators.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. UJ, given the chosen Occupational Health and Safety Model, is maintaining a position of leadership among peers in higher education.



Kobus de Bruyn (Mr)
Head: Occupational Safety



Elana Venter (Sr)
Head: Occupational Health Practice



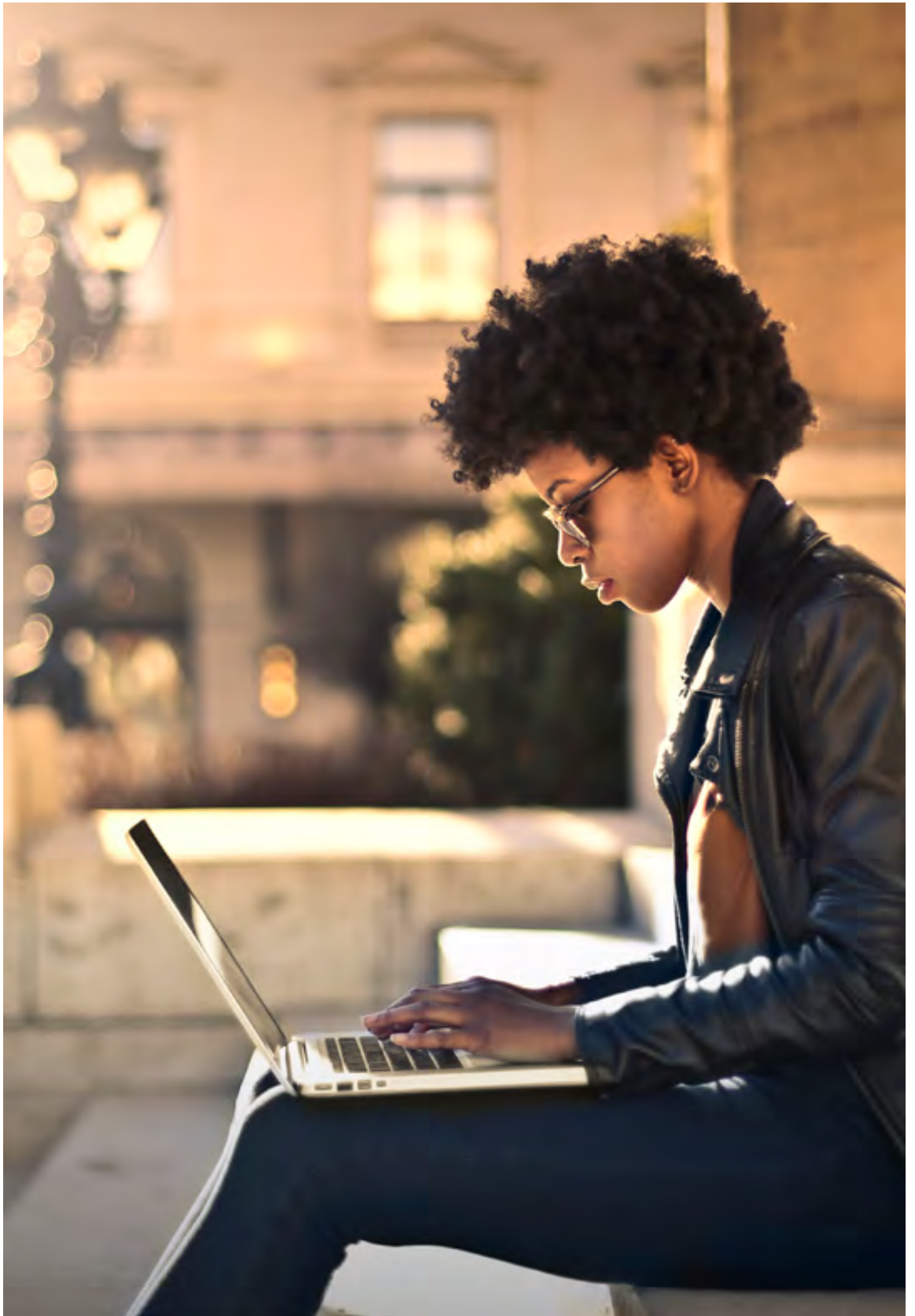
André Swart (Prof)
Chief Operating Officer



Kinta Burger (Prof)
Registrar









Academic Teaching and Learning

OVERVIEW & STRATEGIC FOCUS

The University of Johannesburg is a comprehensive university that offers academic programmes from undergraduate diplomas to doctoral qualifications. The strategic objectives related to teaching and learning are to provide an outstanding student experience, and global excellence in teaching and learning. The 2025 Strategy of the University is to achieve global stature, and to lead in the Fourth Industrial Revolution. In terms of teaching and learning, this will involve attaining and maintaining:

- Intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century;
- Pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process;
- Outstanding achievements across our diverse student body;
- An enrolment profile with growth in Education and SET, with an increase in international students and a significant proportion of students from schools in the lowest two quintiles;
- A continuous and intense focus on reducing dropout, and increasing the programme completion rate.

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020. In this report, the data for 2017 reflect audited figures, while the 2018 data were accessed on 1 April 2019 and are still provisional.

Strategic focus

Indicators related to teaching and learning in the UJ Annual Performance Plan and the Strategic Plan reflect the following targets for 2018:

- Honours, PGDip, master's and doctoral enrolments: 9 029
- Total postgraduate output: 2 859
- Undergraduate output: 9 671
- Percentage first-time entering UG students with APS \geq 35: 3 680
- Enrolment profile by CESM category: SET at 34,7-35,7%.



TEACHING AND LEARNING STRATEGY AND POLICIES

The following strategies, policies and regulations related to teaching and learning are implemented at the University:

- Admission and Selection Policy
- Academic Regulations
- Faculty Rules and Regulations
- UJ Teaching and Learning Strategy
- Teaching and Learning Policy
- Academic Programme Policy and Guidelines for the Development of Academic Programmes
- Admission and Selection Policy, including related placement tests
- Recognition of Prior Learning Policy
- Assessment Policy
- Policy on Work-integrated Learning
- Policy on Learning Material
- Certification Policy
- Enrolment Management Plan and UJ Enrolment Management Model

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The Executive Director: Library and Information Centre, the Executive Director: Research, and the Executive Director: Internationalisation report to the Deputy Vice-Chancellor: Research and Internationalisation.

Senate and Senate Committees are responsible for the governance related to academic programme delivery.

The Registrar is responsible for the governance and quality of academic administration relating to the academic life cycle of the student, from application to graduation. The following governance related to teaching and learning is reflected in this Annual Report:

- Academic architecture
- Distinctive campus programmes
- Enrolment Plan 2018
- Senate and Senate Committees
- Teaching and learning support governance:
 - Academic Development and Support
 - Internationalisation
 - Library and Information Centre

Academic architecture

The following college and seven faculties are operational:

- College of Business and Economics (CBE)
- Faculty of Art, Design and Architecture (FADA)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Science

Distinctive campus programmes

The academic programmes are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC), and the Soweto Campus (SWC).

Enrolment Plan 2018

The UJ Enrolment Plan for 2018 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- Total headcount enrolment of 50 010
- The total target of first-time entering undergraduates: 9 813
- Percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
 - Undergraduate diplomas: 23,7%
 - Undergraduate degrees: 58,2%
 - Undergraduate total: 81,9%
 - Postgraduate below master's: 7,9%
 - Master's and doctoral enrolments: 7,6%
 - Doctoral enrolments: 2,6%
 - Postgraduate total: 18,1%
- Percentage of headcounts per aggregate classification of educational subject matter (CESM) category:
 - Business and management: 37,8%
 - Education: 7,9%
 - Science, engineering and technology: 35,2%
 - Other humanities: 19%.

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

Senate and Senate Committees

Senate consists of the members of the Management Executive Committee, executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), heads of academic schools (who are not otherwise professors), heads of academic departments (who are not otherwise professors), two members of the Student Representative Council and invited members as determined by Senate. The Vice-Chancellor and Principal is the Chairperson of Senate.

The following Senate Committees are operational:

- Senate Executive Committee
- Senate Higher Degrees Committee
- Senate Teaching and Learning Committee
- Senate Research Committee (known as the University Research Committee)
- Senate Academic Freedom Committee.

The governance performance of the above structures/committees is reflected in Section Three (Statement on Governance) of this Annual Report.

INSTITUTIONAL ACADEMIC PERFORMANCE

Student enrolment profile, performance and graduate output

The planned headcount for 2018 was 50 010, and the achieved headcount enrolment was 50 773, which is 1,5% above the planned target and well within the norms set by the University and DHET.

Table 18: Enrolment figures per campus, 2010 to 2018

Campus	2010	2011	2012	2013	2014	2015	2016	2017	2018
APB	10 057	9 201	7 674	6 287	5 474	5 099	5 413	5 337	5 284
APK	26 331	27 723	26 685	26 725	26 665	26 648	27 638	26 689	26 622
DFC	7 678	8 287	8 972	9 825	11 332	11 662	12 266	12 444	12 950
SWC	4 249	5 317	5 438	5 450	6 219	5 946	6 381	6 346	6 032
Total	48 315	50 528	48 769	48 287	49 690	49 355	51 698	50 434	50 382

Faculty enrolments were also close to target, as follows:

Table 19: Headcount enrolment figures per faculty, 2010 to 2018

Faculty	2010	2011	2012	2013	2014	2015	2016	2017	2018
Art, Design and Architecture	1 112	1 197	1 207	1 257	1 310	1 370	1 358	1 366	1 363
College of Business and Economics	20 775	21 525	20 902	20 206	20 406	19 609	20 625	19 755	19 096
Education	4 957	5 051	3 886	3 515	3 880	3 957	3 951	3 903	4 051
Engineering and the Built Environment	7 871	8 368	8 323	8 352	8 677	9 122	9 625	9 409	9 839
Health Sciences	3 537	3 433	3 609	3 662	3 725	3 738	3 954	3 972	4 184
Humanities	5 601	5 781	5 738	5 847	5 988	5 666	6 143	6 145	6 140
Law	1 517	1 623	1 580	1 699	1 709	1 733	1 777	1 656	1 671
Science	2 945	3 550	3 524	3 749	3 995	4 160	4 265	4 241	4 429
Total	48 315	50 528	48 769	48 287	49 690	49 355	51 698	50 447	50 773

The table 20 shows that the University has had a slightly reduced ratio of full-time equivalent students to headcounts, in 2018. This is an indication of the average load carried by students and suggests that the proportion of students carrying a less than full load is remaining constant.

Table 20: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2018	50 773	38 436.315	0.757
2017	50 447	38 800.962	0.769
2016	51 669	39 855.379	0.771
2015	49 355	37 985.215	0.770
2014	49 690	38 156.047	0.768
2013	48 287	36 656.076	0.759
2012	48 769	37 348.712	0.766
2011	50 528	38 556.638	0.763
2010	48 315	37 270.580	0.771
2009	49 315	38 077.709	0.772

UJ has been very successful in attracting postgraduate students in 2018. In the preceding eight years, the University has managed to increase the postgraduate cohort from under 13% to almost 18%.

Table 21: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment Type	2010	2011	2012	2013	2014	2015	2016	2017	2018
Undergraduate	86,9%	86,9%	86,1%	85,7%	85,6%	84,9%	84,1%	84,1%	82%
Postgraduate	12,8%	12,8%	13,6%	14%	14,1%	14,9%	15,6%	15,8%	17,9%
Occasional	0,3%	0,4%	0,3%	0,3%	0,3%	0,2%	0,3%	0,2%	0,2%

The enrolment of international students, which is a priority for the University, has increased substantially during 2018, to 8,3%. Faculties are closely monitored in this regard.

Table 22: International enrolments and percentage of total enrolments

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1 950	2 216	2 351	2 417	2 308	2 342	2 797	3 219	3 379	4 208
4%	4,6%	4,7%	5%	4,8%	4,7%	5,7%	6,2%	6,7%	8,3%

In relation to the CESM mix, the SET target for 2018 was 34,7%-35,7%. The achievement of 34,5% is only marginally below target and a very satisfactory outcome in the context of considerable competition among universities for SET students.

Table 23: CESM mix

CESM Category	2010	2011	2012	2013	2014	2015	2016	2017	2018
Business and Management	41,4%	40,9%	40,3%	39,4%	38,7%	39,1%	40,6%	40,1%	38,5%
Education	8,6%	8,3%	6,7%	6,2%	6,3%	7,5%	7,2%	7,5%	7,8%
Humanities/ Law	20,5%	20,9%	22,6%	23,5%	23,3%	20,4%	19,3%	19,3%	19,2%
SET	29,5%	29,9%	30,4%	30,8%	31,7%	33%	32,8%	33,2%	34,5%

The University seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body. Black enrolment has once again increased by 0,9%, and white enrolment has decreased by 0,7%, indicating that the demographic shift in enrolment pattern has not yet stabilised.

Table 24: Student profile: Population group distribution*

Race	2010	2011	2012	2013	2014	2015	2016	2017	2018
Black	73,4%	76,3%	77,9%	79,1%	81,1%	82,1%	83,6%	85,1%	86%
Coloured	3,3%	3,3%	3,1%	3,2%	3,2%	3,3%	3,3%	3,1%	3,1%
Indian	5%	4,7%	4,6%	4,7%	4,6%	4,7%	4,5%	4,2%	4%
White	18,3%	15,8%	14,4%	13%	11,1%	9,9%	8,7%	7,6%	6,9%

** International students excluded*

The undergraduate success rate in 2018 was 85,6%, which is marginally lower than in 2017, and indicates that the success rate has reached a plateau. This is a good achievement, and our collective task is to ensure that this high module success rate translates into an improved graduate throughput rate.

Table 25: Undergraduate success rates

Undergraduate Type	2010	2011	2012	2013	2014	2015	2016	2017	2018
Undergraduate diploma and certificate	77,5%	80,9%	81,6%	84,1%	85%	85,6%	85,4%	85,2%	85,1%
Undergraduate degree	78,8%	78,4%	82,4%	82,8%	84,3%	85,4%	85,5%	85,9%	85,8%
Average undergraduate	78,3%	79,4%	82,1%	83,3%	84,5%	85,5%	85,4%	85,7%	85,6%

In terms of graduate outputs, the 2018 results are provisional, and are likely to rise.

Table 26: Graduate output subsidised qualifications

Qualification Type	2010	2011	2012	2013	2014	2015	2016	2017	2018
Undergraduate: three years and less	7 518	8 147	8 203	8 068	8 496	8 458	8 400	8 719	9 264
Undergraduate: four years	516	637	682	850	1 078	1 094	1 082	1 250	1 235
Undergraduate Total	8 034	8 784	8 885	8 918	9 574	9 552	9 791	9 969	10 499
Postgraduate (pre-master's)	1 830	1 983	1 986	2 066	2 127	1 991	2 178	2 230	2 101
Master's	369	394	430	514	527	501	682	679	792
Doctoral	51	68	109	78	106	105	119	126	163
Postgraduate Total	2 250	2 445	2 525	2 658	2 760	2 597	2 979	3 035	3 056
Total	10 284	11 229	11 410	11 576	12 334	12 149	12 770	13 004	13 555

Undergraduate applications and admissions

Table 26: Number of new applicants at undergraduate level (including BTech)

Faculty / College	2013	2014	2015	2016	2017	2018
Art, Design and Architecture	1 950	2 593	4 000	3 097	3 572	4 130
College of Business and Economics	14 572	20 045	29 613	24 542	26 613	30 345
Education	3 326	7 556	12 853	10 704	13 735	17 478
Engineering and the Built Environment	7 025	9 824	16 827	13 970	13 502	16 389
Health Sciences	4 670	9 847	12 719	10 683	14 521	17 767
Humanities	7 546	12 368	19 574	17 654	17 172	19 198
Law	4 587	6 218	12 956	8 229	10 675	11 237
Science	4 512	6 455	9 736	7 053	7 259	8 034
Grand Total	48 188	74 906	118 278	95 932	107 049	124 578



When processing the applications for undergraduate first years, the following categories in relation to admission status were utilised:

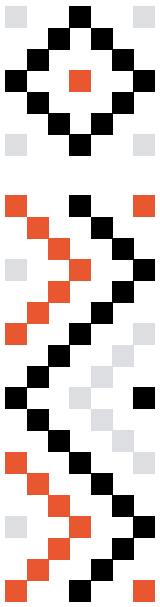
- **Full Admission Admitted:** These are applicants who are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification.
- **Conditional Admission:** The admission is based on the applicant's Grade 11 results, reflecting good academic performance and therefore exceeding the minimum admission criteria, thus reflecting low risk for final selection based on Grade 12 results. This admission status, however, is still subject to the final Grade 12 results, including the endorsement requirement.
- **Provisional Admission:** This is subject to space. The applicant complies with the minimum admission criteria based on Grade 11 results, but the academic performance reflects a degree of risk, or the enrolment target for a specific academic programme has been exceeded or may be exceeded in accordance with the final selection and admission process.
- **Admission Declined:** This implies non-compliance with the admission criteria.

A handwritten signature in black ink, appearing to read 'Angina Parekh', with a horizontal line underneath the name.

Angina Parekh (Prof)

Deputy Vice-Chancellor: Academic





Academic Development and Support

STUDENT SUCCESS

The Division of Academic Development and Support (ADS) comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently of maximising retention, success and throughput. Our focus is on contributing substantially to the reduction of dropouts, and to improvements in the module pass rate and the degree throughput rate. The intellectual, professional and personal development of our students is entrusted into our care, and it is our responsibility to provide cutting-edge interventions, including psychosocial support initiatives to stabilise and enrich the personal environment of the student, academic support initiatives to maximise learning opportunities, and initiatives to deepen and broaden the pervasive and sophisticated use of academic technologies, as we strive to become a leader and pioneer of the Fourth Industrial Revolution (4IR) in terms of teaching and learning. The opportunities and effects of 4IR are foregrounded in the learning experience, to maximise participation and agency. Our collective institutional goal is to develop graduates who are confident and passionate, as intellectuals, professionals, ethical and responsible citizens, and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, has currently stabilised around the 85%-86% mark. The undergraduate degree credit success rate, over six years, has been as follows:

Table 28: Undergraduate degree credit success rate

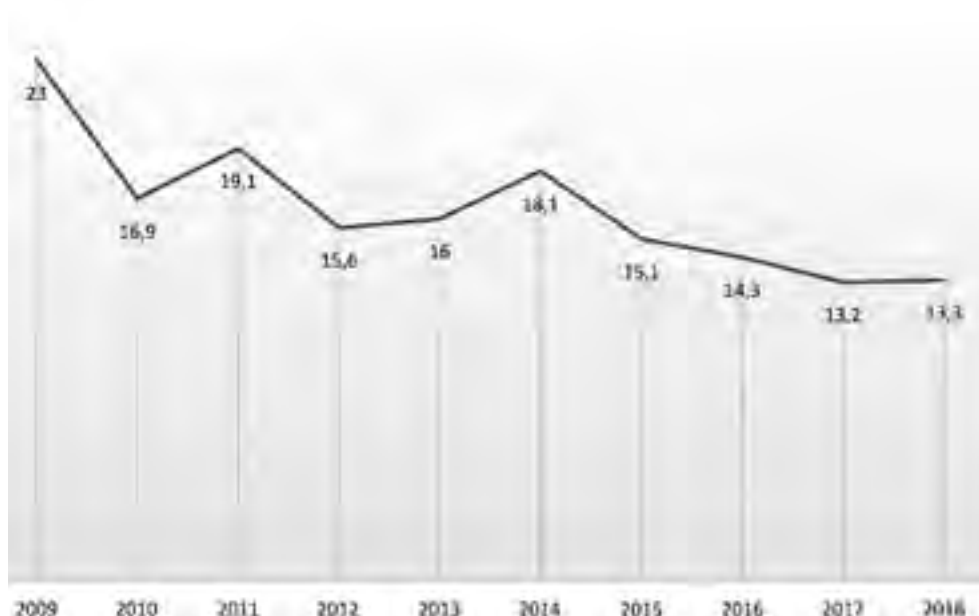
2013	2014	2015	2016	2017	2018
83,3%	84,5%	85,5%	85,4%	85,6%	85,6%

This impressive and consistent credit success rate must be viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational backgrounds, and their effective transition into university studies is paramount in our learning strategies. Crucial to our success is to engage our first-year students from their first day on campus, by means of the intensive First Year Experience, comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the

extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform, and the inculcation of a high degree of digital literacy in teaching and learning, to maximise the accessibility of learning materials, student support, and information exchange. The Senior Student Experience, a coordinated set of initiatives focused on career planning, work readiness, resilience and academic success, addresses the needs of senior undergraduate students and prepares them for postgraduate studies or employment.

The dropout rate is the answer to the question: Did the student return in the following year? The first-year dropout rate (that is, those that did not return in Year 2) has steadily declined over the past decade, and our intention is to drive it down further, as a result of early intervention, by making use of Blackboard Predict and by a focus on improving the module pass rate in priority modules, which will in turn reduce the number of F7 (academically underperforming) exclusions. The current dropout rate (students registered in 2018 and not returning in 2019) is 13,3%. This may improve slightly during 2019, as students continue to return. It is interesting to note that while the overall dropout rate remains consistent over two years, there are significant variations, within a few faculties, of 4%-5% over these two years, which will require further understanding.

Figure 8: Dropout rate



Cohort analysis provides an understanding of programme completion rates. Completion in minimum time is represented by 'M'. A student requiring an additional year to complete a programme thus completes in 'M + 1'. With regard to the 2016 cohort registered for undergraduate three-year programmes, completion in minimum time remains at 38%. With regard to the 2015 cohort, the programme completion rate after M + 1 is 55%, which is the highest M + 1 completion rate achieved in five years. A Priority Programme Index is being developed, which will identify programmes with the most significant impediments to progression and completion. Close attention to priority modules will improve programme completion rates.

Table 29: Cohort analysis by year of first registration

	2011	2012	2013	2014	2015	2016
Completion in minimum time (M)	30%	33%	38%	35%	38%	38%
Completion in M + 1	20%	18%	17%	15%	17%	N/A
Cumulative completion after M + 1	50%	52%	54%	51%	55%	N/A

Nurturing and optimising the development of our students is a collaborative effort across all faculties and many divisions. What follows is a brief account of how the Division of Academic Development and Support contributes, with passion, energy and focus, to this continuous endeavour.

CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

The Centre for Academic Technologies supports innovative and evolving technologies for teaching and learning by encouraging the smart use of academic technologies. In 2018, CAT used a variety of strategies to train and support staff and students in online and blended teaching and learning. CAT staff implemented and supported the Faculty of Law in the use of Blackboard Predict, a learning analytics solution. CAT's instructional designers and developers all completed Levels 1 and 2 of the Blackboard Teaching and Learning International Certification training to improve and expand their skills, knowledge, and use of innovative academic technologies.

In 2018, CAT continued to network locally, regionally and internationally by giving academic and technical papers at conferences and workshops, as well as participating in activities of professional bodies. CAT collaborated on two research projects: (a) a Carnegie Corporation of New York funded project on #FeesMustFall and Blended Learning with UCT, UP and UFS, and (b) an Economic & Social Research Council/Newton funded project ? Southern African Rurality in Higher Education (<http://sarihe.org.za>) with Bristol University, the UJ Chair for Teaching and Learning, and the Universities of Rhodes and Fort Hare on 'rurality': How do rural students transition to university, and what skills and ways of knowing do they bring?

Blended learning and teaching at UJ

In 2018, 11 705 undergraduate UJ students completed the online *Student Technology Use Survey*. UJ students are increasingly digitally literate (having digital knowledge and skills) and fluent (moving between devices and platforms). Overall, the average device ownership was higher in 2018 than in 2017, with 98% of students reporting that they own at least one of the following devices: a smartphone, a tablet, a laptop, or a desktop. The use of Blackboard (Bb) for online assessments is high (80%). Lecturers also use the Bb Grade Centre to display results (91% of students reported viewing their results on Bb). Use of the LMS for collaborative activities is increasing, with 46% reporting they have used a discussion tool (Wikis, blogs, journals) to interact or work with classmates. Some 'flipped classroom' activities are taking place – 28% said that they had a lecture that was substituted by an online video or audio lecture. Sixty-six per cent have completed a test or assessment outside any formal UJ venue, and 73% have been given a real-world problem to solve in any assignment or assessment.

Combining data from the staff and student surveys, and the Bb tool use analysis, we concluded that at least 760 of the current 2 514 modules on Blackboard are blended. The 2018 online *Teaching with Technology Survey* confirmed that there is a significant expansion in technology use for teaching. In 2018, 92% of all undergraduate modules (a 10% increase from 2017) were on Blackboard, an essential step for a blended learning approach. Data from the use of Blackboard tools indicate that lecturers are using the LMS for much more than information sharing and communication. Online assessments, rubrics for marking, the grade centre, collaborative group assignments, discussion tools and Bb 'collaborate' have increased significantly over the past three years, and particularly in 2018.

CAT staff and student training and support

During 2018, the CAT instructional designers (IDs) facilitated 52 Blackboard functionality workshops on the four different campuses. These workshops were attended by 700 lecturers. In addition to the workshops, IDs also visited 64 departments and facilitated a total of 18 customised workshops. CAT staff offered a large number of Turnitin workshops to both students and staff, including presentations to the Library and Postgraduate Centre. CAT IDs are an integral part of the Integrated Student Success Initiative (ISSI), participating in meetings and supporting lecturers and tutors. IDs supported UJ staff telephonically and via email when there were individual Blackboard queries.

During the 2018 FYS, CAT staff saw over 4 000 first-year students across all campuses for (a) a general introduction to the UJ online environment, e.g. uLink, Wi Fi connectivity and password reset; (b) a focus on apps for learning,

e.g. Blackboard and JoziFreeWiFi; (c) a hands-on introduction to Blackboard and the 2018 FYS Bb module; and (d) where to find help for any e-learning related questions. Also, CAT e-buddies helped over 1 500 students at the various student centres to download important learning apps on their cellphones and tablets.

Technical support and development: uLink and Blackboard

CAT is responsible for the development and upkeep of uLink, UJ's single sign-on access to the student and staff portal. During 2018, the uLink functionality was increased, adding features such as links to miEbooks to ensure that students can download their e-books. Regarding uLink use, there were over 10 million individual logins in 2018; during the core ten academic months in 2018, uLink had approximately 40 000 daily individual student logins. The module registration process on Blackboard was partially automated for 2018. In 2018, we had over six million individual logins to Blackboard.

CAT Lab: Supporting innovation in teaching and learning

The CAT Lab (UJ's Teaching and Learning Innovation Laboratory) has been fully functional since 2017 with three permanent staff members and three student interns. The CAT Lab (for the collaborative development of online learning products) has also been refined and customised for UJ needs within e-learning development. The CAT Lab has been instrumental in building a contingency plan for UJ to move entirely online, in the event of disruptions to the academic programme. During the 2018 academic year, the Lab has produced several digital artefacts for UJ. These artefacts were developed for Higher Education Partners South Africa-UJ online and blended learning modules. The fully online related artefacts were interactive teaching and learning objects, videos with green screening, and interactive PowerPoint templates.

Professional developments in UJ artefacts include a Postgraduate Monitoring System prototype, as well as a separate training program (also online) for external examiners, a MAMS interactive online training program, and several 'How-to' Blackboard training videos and interactions. Involvement and continuous interaction with teaching innovation projects include an Electronic Engineering Game with Dr Reolyn Heymann, creating a Virtual Lab 4.0 for Mechanical Engineering with Prof Kapil Gupta, and advising on the development of two Biochemistry apps (Siyafunda & Phambili) with Prof Liza Bornman (awaiting implementation at two private companies). Dr Arno Louw presented six workshops on e-learning and 4IR.

Learning and teaching with tablets

This (2018) was the fourth year of distributing iPads to qualifying NSFAS first-year students, with a total of 2 500 iPads and 500 Lenovos handed out. All students received basic instructions in the iStore on how to use the iPad. A streamlined process for iPad distribution was put in place: (a) sourcing of an accurate first-time list of eligible students from Student Finance, (b) and notification by bulk SMS and email, as well as a pop-up on uLink, to alert students to their eligibility for an iPad. In total, 80% of the iPads were distributed in the first six weeks.

E-textbooks for UJ students

In 2018, UJ made R18 million available for e-textbooks to first-year students across faculties. A total of 48 000 students qualified to receive 61 different e-textbooks; 63% of the students redeemed their books. Publishers have indicated that UJ's e-textbook project involved the most downloads of all academic e-textbooks in South Africa.

Online programmes portfolio 2018

The University's strategy to have a strong presence in the domain of online accredited programmes made its first impact in October 2017, with the launch of two Master's programmes in Information and Communication Technology in Education, and in Public Health. This impact has increased visibly during the course of 2018 with the roll-out of another two master's programmes in the first quarter of the year: the Master of Public Management and Governance, and the Master in Educational Management; and the following three undergraduate programmes in the second half of 2018: Bachelor of Commerce in International Accounting, Bachelor in Human Resource Management, and the Advanced Diploma in Financial Markets. The module registrations per relevant

programmes increased with each of the six (D1–D6) intakes, and after the closing of registrations for the D6 intake on 24 October 2018, the module registrations for the seven programmes amounted to 398 students.

A number of scheduled Steering Committee Online Programme meetings and other progress meetings and interventions were held between UJ and partner colleagues from HEPSA. More than 1 000 applicants completed a survey, which provided a rich source of data for both UJ and HEPSA to work with, resulting in policies and procedures being further streamlined with each intake, and different departments and divisions in UJ being able to take responsibility in the different fields. Even though the first intakes were small, the natural progression of the project and the changes made every two months ensured that the later intakes showed higher numbers and smoother processes. As we work towards higher enrolment numbers for 2019, improved strategies are constantly being put into place to process all applications as soon as possible and to ensure that a higher percentage of admitted, not yet registered students are turned into registered students.

ACADEMIC DEVELOPMENT CENTRE (ADC)

ADC is a Centre consisting of three units, namely ADC Access, Academic Development Innovation (ADI) and the Department of Academic Literacies. In addition to these units, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) coordinator is located in ADC. The South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition, which is an independent entity, is also housed in and managed by ADC. During 2018, ADC initiated a number of high-impact interventions in order to impact student success at UJ more actively.

The highlight of the year for ADC was the first full implementation of the Integrated Student Success Initiative (ISSI). ISSI aims to impact student success at UJ, in terms of module pass rate, degree completion rate and the dropout rate, with a data informed process that focuses UJ resources where they can make the biggest difference to student success. The strength of ISSI is the collaborative participation of all eight Vice-Deans: Teaching and Learning. During 2018, ISSI made an impressive positive impact across the faculties. The ISSI interventions were focused on the UJ Priority Module Index, which identifies the 20% of modules where most funded credits were lost during the previous academic year. The actual interventions involved active engagement with the lecturers of 90 modules, consisting of five each per semester from each faculty and 10 from the College of Business and Economics (CBE). Faculty representatives were asked to complete an initial analysis and create an initial intervention plan. After this, ADC staff with representatives from CAT and other support services met with the academics responsible for the various priority modules. At these meetings, the intervention plan was refined and finalised. This was followed by implementation during the semester. Additional UJ resources ? in the form of the strategic tutor fund and ADS-provided seed funding for ISSI implementation ? were made available to stimulate the growth of ISSI. It is envisioned that further resources will be refocused to support the implementation and goals of ISSI from 2019 onwards.

The initial evaluation of the impact of ISSI yielded encouraging results. There is a correlation between actual intervention activity and student performance, with the modules classified as having had active interventions showing an average 7% improvement in their module pass rates.

The successful Intensive Revision Programme (IRP) also continued during 2018 and was in many instances incorporated into the ISSI planning regime. ADC contributes to all the UJ strategic objectives by supporting undergraduate student success in a variety of ways. It specifically contributed towards UJ's Strategic Objective Two (Excellence in teaching and learning) as this relates directly to the core business of ADC. Significant contributions were also made to Strategic Objective Three (International profile) through the English Language Programme (UJELP) as well as the work of the SANRC.

ADC Access

ADC Access, responsible for ADC's extended diploma programmes, continued its excellent work in 2018. The work was focused mainly on the Doornfontein Campus, but also extended to the Soweto and the Bunting Road Campuses. During the year, ADC Access taught approximately 727 first-year students registered in FEBE,

Humanities and CBE. The module success rates of 10 of the 15 extended programme groups were above 90%, with seven of them performing at 95% and above. Three major additional highlights in 2018 were the following. First, the success rates of extended diploma offerings were found to be at their highest level (88,3%) since 2009, and those of the FEBE extended degree offerings in their first year were 91,9%, those in CBE were 91,8%, and those in Humanities were 97%, in spite of the students registered for extended qualifications not meeting the regular entry requirements. Second, ADC Access was invited to participate in the 2019 and 2020 to 2025 enrolment planning for the three faculties, which ensured that the number of FTE students registered for extended programmes was adhered to as far as possible in order to maximise the Foundation Grant funding. Third, ADC Access held an extremely successful motivational Student Conference for 727 students, with speakers from industry and successful past extended students sharing their stories of struggle and success.

Academic Development and Innovation (ADI)

ADI comprises two components: the University of Johannesburg English Language Programme (UJELP) and the Learning Development (LD) Unit. The latter unit has representation across the four UJ campuses. During 2018, ADI continued to make strides in UJ through a variety of initiatives. Some of its staff taught in two credit-bearing modules: Mastering Academic and Professional Skills (MAPS), which includes MAPS Eco, offered in the College of Business and Economics (CBE), and MAPS Hum, offered in the Faculty of Humanities. The MAPS modules involved 535 students, and the two modules both registered pass rates in excess of 90%.

In addition to teaching and learning, ADI led several innovative programmes and interventions contributing towards the reduction of student dropout: the strengthening of both First Year (FYE) and Senior Student (SSE) Experience, as well as the student success initiative (ISSI). For the first time, ADI coordinated the student-mentoring programme at UJ by means of continual engagements with UJ stakeholders, mainly in faculties and residences. A total of 6 549 students attended either a mentor training session, individual consultations, group consultations, a study skills workshop or any other intervention delivered by ADI staff members.

A new Reading in the Discipline (RID) initiative was launched in 2018 in the Faculty of Humanities. This new approach involved the development of material to assist students with the academic reading they are faced with, and about 430 students attended RID workshops. In addition, RID interventions ranging from individual to group consultations were made in 2018, reaching an additional 235 students.

A particular highlight in ADI was that the UJELP programme continued in its trajectory of growth during 2018, both in terms of number of students completing the Placement Test (PT) as well as those participating in UJELP as a short learning programme (SLP). The testing component of UJELP assessed 308 international students in terms of their language proficiency compared to 178 in the previous year. At the end of 2018, 30 students had completed the UJELP programme from A1 to C2 level.

Department of Academic Literacies

The Department of Academic Literacies continued to strengthen its contribution to teaching and learning with three key modules, namely, English for Law (EFL), Language and Skills for Science (LSS), and Language for the Economic Sciences. The extent of student engagement with the consultants of the four UJ writing centres was impressive. In total, 5 575 consultations were completed. These included one-on-one and small group consultations, which increased the actual number of individual students seen at the UJ writing centres to 10 282 students – the highest figure recorded to date and double the number recorded in the previous year. Strengthening academic writing at UJ remains a crucial and ongoing project.

During 2018, the UJ First Year Experience (FYE) and Senior Student Experience (SSE) continued to strengthen their contributions, by means of a re-focusing of the UJ FYE/SSE initiative. This included a consultative process during which seven new focus areas were chosen for the 2019-2021 period. The seven focus areas developed are:

- The more effective use of senior students to enable and support student success.
- Improved academic staff development and the further professionalisation of higher education.
- More effective gathering, distribution and use of student profile and experience data.

- The creation and expansion of online support hubs for students and staff.
- The First Year Seminar and extended orientation.
- Preparing students for postgraduate studies and lifelong learning.
- Preparing students for the world of work and active citizenship.

The leading role of the UJ FYE projects in South Africa was once again recognised by invitations to contribute to FYE projects at other universities, and by contributions to FYE conferences.

The South African National Resource Centre for the First Year Experience and Students in Transition (SANRC) is a DHET-funded national centre housed within the Academic Development Centre. In 2018, the SANRC made significant progress on several key projects. The National FYE Inventory Project culminated in a research article scanning the state of FYE in the country, 'The First Year Experience in South Africa: A National Perspective'. The National Campaign on Good Practice in Orientation made good progress in terms of a set of draft national guidelines towards good practice in the field of orientation. During the course of working on this project, the SANRC has reached out to many orientation professionals whose various inputs and insights will shape the final version of the national guidelines for good practice in orientation. A SANRC guest-edited edition of the DHET accredited *Journal of Student Affairs in Africa* (JSAA) was released as Volume 6 Issue 1 of 2018. In addition, the National FYE Good Practice Guide (in which the UJ FYE is featured as an exemplar) was published online at the beginning of the year. A national FYE conference was held in Durban, KwaZulu-Natal, on 23-25 May 2018. Though a young and developing conference, it attracted a sizeable number of delegates. Keynote speakers included Prof Emmanuel Mcqwashu, Dean of Education at Rhodes University; Prof Sandile Songca, former Deputy Vice-Chancellor: Teaching and Learning at the University of Zululand; and Dr Laura Dison, convenor of the PG Dip Programme at the University of Witwatersrand (Wits).

CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)

PsyCaD is mindful of the pressures students are facing as they negotiate the demands of their academic and personal lives, and recognises the value of affording students the opportunity to develop skills and strengths to improve self-regulatory behaviour, emotional stability, coping behaviour and resilience. While there is a strong need for individual, problem-focused interventions, PsyCaD also continues to offer interventions and programmes that focus on the holistic development of UJ students.

There has been a significant increase in the number of individual students requesting counselling services, from 11 889 in 2017, to 13 327 in 2018. The most significant increases were seen in the following areas:

- Advisory/walk-in service: Increase from 5 475 (2017) to 5 899 (2018).
- Counselling/therapy: Increase from 5 437 students (2017) to 6 155 (2018).
- Students with disabilities: Increase from 137 (2017) to 325 (2018).

In addition to face-to-face counselling, PsyCaD also has a 24-hour crisis line. Of particular concern was the increase from 17 suicide related calls in 2017, to 54 in 2018. Of note is that 46 staff members also called the crisis line in 2018.

These figures indicate not only an increasing need for counselling, but also an increase in the severity of psychosocial problems. Given the increased demand, PsyCaD is constantly finding more innovative ways to assist students. One of these has been to use the UJ Blackboard Learning Management System (LMS) as a platform for engaging with students. PsyCaD created a uLink module on Blackboard for Psychological Services, Career Services as well as Disability Services.

Liaison with the residences and faculties remains a priority, with many therapy and workshop referrals stemming from the collaboration between PsyCaD and other role players in UJ. The advisory process continued in 2018 with a focus on both screening and immediate resolution of any emotional, academic or psychosocial issues that students were experiencing.

The PsyCaD Career Services Unit pursued a number of enhancements to its services offered, as proposed in the Career Services Strategic Plan 2019-2024, to increase the utilisation of career services among our primary clients, namely prospective UJ students, our enrolled students and graduates. The following initiatives and enhancements have been pursued and completed:

- The application of information technology and an online Career Services Portal.
- The optimisation of the career counselling and consulting services.
- The expansion of the Recruitment Programme into the online environment.

SPECIAL PROJECTS

In addition to the programmes of the three Centres within ADS, the Division was responsible for a number of additional special projects.

DHET University Capacity Development Grant (UCDG)

During 2018, the previous Teaching and Research Development Grants (TDG and RDG) were replaced by an integrated University Capacity Development Grant (UCDG). ADC played a leading and coordinating role in developing and submitting the integrated UJ UCDG proposal, which was approved for a three-year period. Of the total of R150 914 336 approved for this period, R49 480 200 was made available to UJ during 2018. ADC also represented UJ at the Centre for Research on Evaluation, Science and Technology Monitoring and Evaluation (M and E) Development workshops to develop an M and E framework for the UCDG. These workshops will lead to a DHET-approved UCDG planning template that will be in use from the second round of the UCDG.

The implementation of the UJ UCDG plan spans across ADS, faculties, the Research Office, and the Postgraduate Centre. ADS was responsible for some of the implementation as well as coordinating the DHET reporting and audits for the UCDG and the Foundation Grant of R40 128 000. UJ's commitment to the development of its students and staff is evident in that the University made additional funds available for some of the projects. Specific examples are the tablets UJ purchased for its NSFAS first-year students to ensure that they are able to learn with technology and also the additional budget allocated to tutors, senior tutors and the Assistant Lecturer Programme.

UJenius Club

The UJenius Club encourages undergraduate students to strive for excellent academic success, while offering a variety of intellectual, social, professional and career development opportunities. The aims of the UJenius Club are achieved in partnership with ADS, the faculties and other divisions within UJ. Since 2012, the UJenius Club has celebrated the best and brightest young minds who, despite taking a full load of modules, have achieved an annual average of 75% with no module below 70% in the year preceding their membership. In 2018, 561 students were accepted into the UJenius Club. This is the fourth year in a row that more than 500 students achieved membership status. Of the 2018 members, 65,8% were enrolled for degrees, while 34,2% were enrolled for diplomas.

In 2018, UJenius participated in the Undergraduate Awards for the third year running. Undergraduate students all over the world were invited to submit research to an international judging panel. Brendon Roets in the Faculty of Health Sciences was lauded as a Commended Entrant and attended an awards ceremony held in Dublin, Ireland. The University of Johannesburg is the only institution in Africa to participate in this internationally acclaimed initiative that includes most of the top-ranking universities globally.

African Insights

African Insights, a fully online module, was launched in April 2017. This NQF Level 5 (15-credit) module is compulsory for all first-time entering first-year UJ students. The purpose of the module is to expose students to the great works of African literature and the progressive democratic ideals of the Freedom Charter and the South African Constitution. The module explores the South African contribution to the struggle for gay rights and the crucial work done by African women in literature and art. The module ends with a discussion of the history of African slavery and political exile, and explores the way forward by interrogating the African Renaissance.



Of the 10 293 students who were enrolled, 2 820 completed in 2017. A total of 7 473 were enrolled in the module for the second time in 2018. Of these students, 1 172 had completed the module by 30 January 2019. This brings the total number of 2017 students who completed the module to 3 992, which is 38,8% of the initial cohort. In 2018, 10 234 first-year students were enrolled for the module. Of these, 1 383 were registered for a BEngTech in the Faculty of Engineering and the Built Environment, which is the only faculty to incorporate the module into its curriculum. Of the 2018 cohort, 5 092 members have completed the module, which amounts to a 49,8% completion rate. When the two cohorts are combined, 9 084 students of the 20 527 UJ students who have been enrolled for the African Insights module, have completed ? which amounts to a 44,3% completion rate. This clearly shows that there is now a greater uptake of the African Insights module resulting in many more students completing it annually.

UJ Winter School

UJ hosted its fourth successful 'Enriching Minds' Winter School during the first week of the University's two-week enrichment period, from 10-12 July 2018, on three UJ campuses. More than 80% of students who attended the Winter School indicated that they found the programme enriching and would like to attend another Winter School in future. The following three most popular topics reflected the pragmatic interests of the attendees: Money Matters: Being Financially Savvy, Project Management, and the Art of Mastering your Action Plan. For 2019, the UJ Winter School will be overhauled, and a proposal to this effect to create a Winter School focused on the Fourth Industrial Revolution was approved at the last STLC meeting of 2018.

THE WAY AHEAD

The Division of Academic Development and Support has been making powerful and demonstrable contributions to student success and wellbeing. The strengths of the Division are in its collaborations with academic staff and students, in constant reflection and innovation, and in empowering students. Our 2019 goals are to increase retention and success, and to produce graduates ready for the opportunities in a changing world of work.



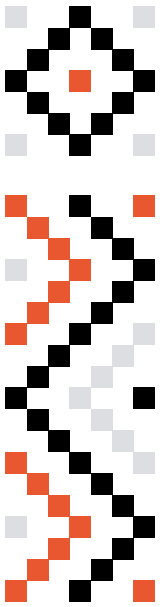
Rory Ryan (Prof)

Executive Director: Academic Development and Support









Research and Postgraduate Studies, Internationalisation, and the Library and Information Centre

OVERVIEW & GOVERNANCE

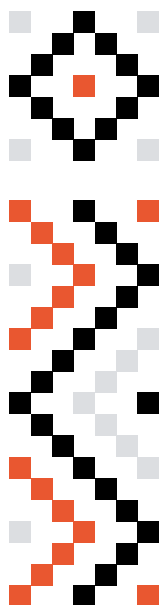
The review reports on the activities of the three major divisions: Research and Postgraduate Studies, including Strategic Initiatives and Administration; Internationalisation; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University of Johannesburg.

These divisions have their own governance and committee structures that interface with institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee and Central Academic Administration.

Saurabh Sinha (Prof)

Deputy Vice-Chancellor: Research and Internationalisation





Research and Postgraduate Studies

The Division of Research and Postgraduate Studies supports a range of UJ's key strategic initiatives, including research, postgraduate studies, innovation and technology transfer and the GES initiative. The report integrates contributions by the Postgraduate School, the Research Office, and the Strategic Initiatives and Administration Unit.

RESEARCH PERFORMANCE

Increase in research publications

The 2018 DHET report on the evaluation of the University's 2017 research publications, submitted in May 2018 for review, revealed that 1 741 units were approved for subsidy. This represents an 11,7% increase over the previous year, and is the highest number awarded to UJ since its inception. Since 2005, UJ's accredited research publication output units have grown 16% on average per annum, which equates to a compound annual growth rate of 15% over the period. It is important to note that 79% of the publications submitted for accreditation were in internationally indexed journals (ISI, IBSS, Norwegian and Scopus). The high proportion of UJ authored or co-authored journal articles in international journals contributes to our vision of global excellence and stature (GES). The number of accredited units for books and book chapters authored by UJ academics and researchers grew by 43%, while journal articles and conference proceedings grew by 8% and just under 1%, respectively.

In terms of UJ's visibility in the international Scopus database, the field-weighted views impact over the period (2013-2018) was 1.97, indicating that UJ's publications were viewed 97% more than outputs authored by other institutions with similar publication profiles. UJ's Scopus-listed publications achieved a field-weighted citation impact (FwCI) of 1.36, indicating that UJ had 36% more citations compared to other institutions with similar publication profiles over the same period. In terms of the Scopus per all science journal classification (Scopus ASJC), UJ achieved the highest citation impact in the fields of Physics and Astronomy (2.67), Neuroscience (2.0), Energy (1.8), Nursing (1.78), and Chemical Engineering (1.57). UJ received an above-average citation impact compared to other institutions with similar publication profiles in 21 out of 28 ASJC disciplines. This same system shows that the top 10 publication areas by volume are Social Sciences; Engineering; Physics and Astronomy; Computer Science; Material Science; Business, Management and Accounting; Chemistry; Arts and Humanities; Agricultural and Biological Sciences; and Earth and Planetary Sciences.

In line with UJ's internationalisation strategy, co-authorship with international collaborators is increasing: between 2013 and 2018, UJ co-authored 5 190 (previously 4 895) publications with international collaborators at 2 048 (previously 1 960) institutions across the globe.

This level of publication builds on considerable research development support available to staff, often through the Postgraduate School (PGS). Almost half of the attendees at the 140 research capacity development events



held during 2018 by the PGS were members of staff. Support through Statkon, writing consultations and retreats was also available and well utilised.

NRF-rated researchers and prestigious awards

The number of NRF-rated researchers within an institution remains a national indicator of researcher base and excellence. The number of NRF-rated researchers at the University of Johannesburg increased to 195 by mid-February 2018, with two new A1 rated researchers unanimously confirmed by their international peers as world leaders in their respective areas. Thirteen application outcomes are still outstanding, and the overall number will most likely increase further.

UJ was awarded four new South African Research Chairs Initiative (SARChI) Chairs:

- NDP SARChI Chair in Construction Management with Prof Didi Thwala from the Faculty of Engineering and the Built Environment as the chair holder.
- DST-NRF-Newton Fund Trilateral Research Chair in Transformative Innovation, the Fourth Industrial Revolution and Sustainable Development. This is a partnership between the University of Johannesburg, the University of Sussex in the United Kingdom and the African Centre for Technology Studies (ACTS) in Kenya. Prof Erika Kraemer-Mbula is the chair holder and is based in the College of Business and Economics (CBE).
- DHET-DST-NRF Research Chair in Community and Worker Education with Prof Salim Vally in the Faculty of Education as the chair holder.
- DHET-DST-NRF Research Chair in Entrepreneurship Education with Prof Cecile Nieuwenhuizen in the CBE as the chair holder.

This brings the total number of prestigious SARChI Chairs at the University to 17. The SARChI Research Chair in Geometallurgy with Prof Fanus Viljoen as chair holder was renewed and upgraded to Tier 1 status in 2018.

The number of awards and prestigious recognitions increased from 27 in 2017 to 40 in 2018. Particularly significant was the award of the National Order of Luthuli to Prof Farid Esack for his contribution to academic research and the fight against race, gender, class and religious oppression. Dr Bongani Ngqulunga, Director of the JIAS, received the Alan Paton award for non-fiction for his book, *The man who founded the ANC: A biography of Pixley ka Isaka Seme*.

External research income

The target set for external research income in 2018, R188 million, has been exceeded, with the provisional end December 2018 income at R209.31 million. The final figure is expected to be higher as outstanding funds for 2018 NRF grant awards can be claimed up to 8 February 2019. International research funding has increased fourfold.

INNOVATION AND COMMERCIALISATION OF RESEARCH

The UJ Technology Transfer Office (UJTTO) assists with progression of research projects with innovation potential. In 2018, the UJ TTO facilitated 22 awards for over 20 projects from a number of external sources, including the Technology Innovation Agency (TIA) Seed Fund Programme. Ten of these funded projects have been completed, and six of these are at various stages of commercialisation. There are currently five active projects. From the inception of this programme in 2014/2015 to date, the UJ TTO has received a total of approximately R10.4 million TIA seed funding.

Adding to the University's intellectual property portfolio, over the past year, the UJ TTO has filed 10 provisional patents, one patent cooperation treaty (PCT) application and two designs.

POSTGRADUATE SCHOOL

The data presented here are based on current HEMIS data, as the 2018 data have not yet been audited. The graduation numbers reported are the 2017 (n-1) figures.

Audited 2017 figures show that UJ retained its relative position both in terms of enrolment and graduations, although it was slightly lower than the national average. The growth in doctoral enrolments was 5% compared to the national average of 5,1% and the growth in doctoral graduations was 5,9% compared to the national

average of 9,2%. At master's level, UJ growth in enrolment numbers was also slightly lower than the national average at 2,5% compared to 3,2%. The growth in master's graduations far exceeded the national average growth in master's graduations with 36,13% compared to 4,7%.

In the reporting year, we have seen enrolment increases of 24,69% and 25,88% at both master's and doctoral levels, respectively, from 2017 to 2018. Postgraduate success also improved, with master's graduations remaining steady but master's by research graduations improving by 7,2% between 2016 and 2017, with a 7,2% decrease in time to completion (TTC), taking it to an average of 3.06 years. Similarly, the success of doctoral students improved with a 5,9% growth in graduations. TTC increased slightly by 3,9% and is now at 5.1 years as an average for the 2017 graduating class.

International students at doctoral level have increased from 374 (34% of all doctoral candidates) in 2017 to 496 (36% of all doctoral candidates) in 2018. In 2017, there were 126 doctoral graduates, with 86 of these being South African. The South African group included 40 South Africans from designated groups, consisting of 34 black students (up from 25 in 2016), five Coloured South Africans (also five in 2016) and one Indian South African (down from eleven in 2016).

Despite an increase in the number of enrolments for other postgraduate qualifications under master's level, the 9,67% reduction in honours enrolment was compensated for by an increase of 15,58% in other PG under M enrolments, which resulted in a stable enrolment at 3 848 in all qualifications under master's level. There was a 17,85% decrease in honours graduations to 1 629 graduates as a result of the planned reduction in honours enrolments over the past three years, where the average time to completion (TTC) of the 2017 class is now 1.43 years (an increase of 2,88%). The graduations under master's level has increased by 2,39% to 2 178 graduates. Time to completion remains a key focus area, with customised interventions implemented through the Postgraduate School to complement efforts undertaken within faculties.

Postdoctoral research fellows

The number of postdoctoral research fellows (PDRFs) administered by the UJ PGS has increased from 126 in 2012 to 275 in 2018.

An increasing number of accredited publications and units are generated by UJ's PDRFs. However, at the same time, the relatively lower number of accredited units against generated publications indicates that PDRFs are pursuing collaboration rather than sole authorship, which impacts on the overall count. Taking into consideration the unit contribution of PDRFs only, the number of publications and accrued accredited units increased from 235 publications (95.19 units) in 2015 to 379 publications (139.88 units) in 2016, and to 474 publications (178.27 units) in 2017. However, a clearer picture emerges when combining unit contributions of both PDRFs and the UJ co-authors, with whom they are publishing: the total number of units then increased from 119.6 in 2015 to 316.83 in 2017.

External postgraduate funding

The availability of postgraduate funding remained constrained against the backdrop of the challenging South African financial landscape and the specific challenges faced by the higher education sector. However, despite this, overall postgraduate funding increased, in terms of funding available, resulting in an increased number of students supported. The total amount allocated to postgraduate scholarships and postdoctoral fellowships increased by 10,8% from 2017 to 2018. In 2018, 45,6% of all honours students, 9,6% of all master's students, and 22,7% of all doctoral students were supported through funding administered through the Postgraduate Fund Management. The percentage of supported master's and doctoral students each dropped from 14,3% and 26,3% in 2017, respectively, given that the enrolment growth outstripped the funding growth. Funding to honours students grew by 16,74%, dropped by 4,3% for master's students, and grew by 9,3% for doctoral students. PDRF funding grew by 15,99%, which is reflected in the growth of PDRF numbers. A significant proportion (44,4%) of total scholarships and fellowships in 2018 came from the NRF, where bursaries and fellowships grew by 9,1%. Internal UJ funding (GES and URC) comprised 52,2% of all postgraduate and PDRF funding.

RESEARCH CAPACITY DEVELOPMENT

Research support for postgraduate and postdoctoral research fellows

Postgraduate training and support play a significant role in these levels of success, and the Postgraduate School has put a number of customised mechanisms and capacity development interventions in place to improve postgraduate success, complementing the efforts of faculties. During 2018, Statistical Consultation Services (Statkon) supported 310 research projects, of which 239 were supported in research design, 189 with analysis and 100 projects in data capture. Statkon personnel also facilitated 23 workshops on various aspects of research design and analysis, including a new area on developing a theoretical proposition. During 2018, there were 300 writing consultations, while six writing retreats and two postgraduate writing retreats with 120 participants were held. In total, 140 research capacity development events were held, attracting 2 345 attendees, with 51,8% of these being postgraduate students.

THE GLOBAL EXCELLENCE AND STATURE (GES) INITIATIVE

The GES initiative was launched in 2014 as an integrated and structured approach to catalyse institution-wide change for enhanced effectiveness and efficiency across the University's mission and administrative support functions.

As a result of a staggered implementation, some programmes are still continuing and overlap with implementation of the GES 4.0 initiative. The GES 1.0 initiative has shown positive outcomes, with lessons learnt taken into consideration in preparing for GES 4.0.

GES appointees are making a significant contribution to UJ's growing research output. The number of DHET-accredited units generated has continued to grow in line with the increasing number of appointments of DVPs and enrolments of PDRFs and postgraduate students, presenting a significant increase across all interventions. The total number of accredited units, taking into consideration unit contribution by UJ co-authors, has increased from 12.7 in 2015 to 274.29 in 2017. The GES contribution to UJ's total research output units has grown from 1,85% (2014) to 7,41% (2015) and 20,87% (2016); 2017 has seen a decline to 17,23%, which could possibly be due to the cyclical nature of research outputs. The overall incremental growth in GES-generated research units is expected to continue further as the potential of all flagship institutes and programmes as well as DVPs is maximised.

With regard to postgraduate outputs, the number of GES-funded postgraduate students completing their studies is gradually increasing. Since inception in 2014 to date, a total of 52 master's and 25 doctoral candidates have completed their studies, against the 83 and 101 master's and doctoral candidates supported between 2014 and 2017. Although the percentage of master's candidates graduating in minimum time (two years) is lower for the 2016 student cohort at 52,38% against 77,78% of the 2015 cohort, it remains above 50%. On the other hand, the percentage of doctoral candidates graduating in record time (three years) has increased from 30,76% for the 2014 cohort to 53,84% for the 2015 cohort.

Key achievements that contribute to elevating UJ's reputation

Contributions of the various flagship institutes and programmes are reported in turn.

The Flagship Institute for Intelligent Systems (IIS) has been escalated to an Artificial Intelligence 'agency' that will develop implementation capacity at institutional level. As such, recent efforts by the Director of the Institute have been on establishing strategic partnerships and soliciting external funding, mostly to establish Research Chairs. Key activities have included the initiation of a Fourth Industrial Revolution Distinguished Lecturer Series.

The Institute for Pan-African Thought and Conversation (IPATC) aspires to be a centre of excellence providing a forum for scholars, practitioners, and civil society actors across Africa and its diaspora to dialogue and contribute to the rigorous production and dissemination of Pan-African knowledge. In 2018, IPATC received \$175 000 (R2.4 million) from the Carnegie Corporation of New York. This was a significant achievement for the University, as it

was the first ever such grant received by UJ from the Corporation, and through this link with the Corporation, UJ has now attained non-profit recognition status in the United States of America. A two-day conference on 'Transforming Ivory to Ebony Towers: Lessons on South Africa's Curriculum Transformation in the Humanities from Africa and African-American Studies' was attended by 220 people and involved presentations by 25 South African, African and African-American scholars; this will result in a book publication.

The Johannesburg Institute for Advanced Studies (JIAS) is now firmly positioned as an intellectual centre in the Gauteng region, with links extending beyond the region. JIAS hosted an international colloquium on 'Digital Finance in Africa', in partnership with the Human Economy Programme at the University of Pretoria, and in association with Disrupting Africa. Furthermore, four high-level panel discussions focused on the future of work, giving South African role players an opportunity to discuss the nature and implications of the current far-reaching technological changes (4IR) on the workplace in South Africa as well as globally.

The Flagship Programme in International Commercial Law has experienced continued success of its LLM programme in International Law, which involves participation of both outstanding international scholars and local practitioners, and sees growing interest from international students. The joint doctoral degree with the University of Lucerne is now in place, with four students already registered. The relationship with the prestigious International Institute for the Unification of Private Law (UNIDROIT) remains strong, with the Deputy Director confirmed as the South African government's official representative on the Governing Council for the next five years. The internship programme and the library relationship with UNIDROIT continue, and a joint conference was opened by the Minister of International Relations and Cooperation.

The Flagship Programme in Earth Sciences boasts two NRF A-rated and four B-rated scientists. UJ Geology consolidated its positioning among the top 300 universities globally in the Shanghai Global Ranking of Academic Subjects (GRAS) in Earth Science, moving up nationally to second in the country after the University of the Witwatersrand. In 2018, the programme continued its high publications output, including a high impact paper in *Nature* and two within the *Nature* stable of journals.

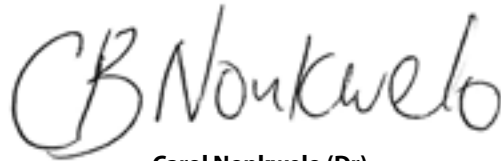
The Flagship Programme in Childhood Education saw highlights such as the Literacy Education invited conference and the (four years in the making) publication of the MARKO-D SA test for early mathematics learning, together with the materials and the manual. The research into early learning and development is continuing in the now established Cognition Lab in the CEPR. Teacher development projects, including 'Meerkat Maths' with concomitant evaluation research, have also continued in the Funda UJabule professional development series with partner schools.

Finally, the Graduate School of Architecture (GSA) achieved unconditional approval for its programme offerings from the South African Council for the Architectural Profession (SACAP). Secondly, GSA hosted its important Annual International Critics Week in September 2018, which saw 27 local and international visitors reviewing the work of all six units at GSA MOAD, Maboneng. Thirdly, Unit 11's focus on housing and infrastructure broadened the School's pedagogical base into new and exciting territory. In line with its goals, the School's focus remains on international partnerships and collaborations, with numerous international presentations made by the Director, staff, and students proving successful in international competitions.

TAKING GES 1.0 TO GES 4.0

The University led a number of important conversations on the Fourth Industrial Revolution through various platforms, internally and externally. These included presentations nationally and internationally by the VC and other staff members, and radio interviews and newspaper articles by academics from across disciplines. Furthermore, in November, UJ was represented, through the participation of Prof Basie von Solms, at the World Economic Forum's (WEF) Global Future Council (GFC) meeting in Dubai, with 38 WEF councils represented. Prof Von Solms was appointed to the WEF GFC on Cybersecurity.

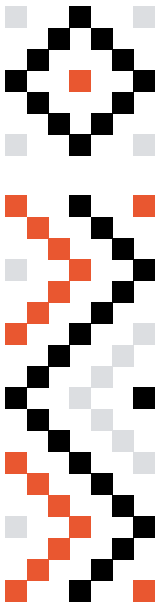
Emanating from the work of the four task teams ? Research and Innovation, Teaching and Learning, Communications, and Infrastructure – a GES 4.0 high-level proposal, which provides a framework for an implementation plan for the GES 4.0 initiative, was developed. An associated budget together with a supporting business case has been prepared for Council approval.



Carol Nonkwelo (Dr)

Executive Director: Research and Innovation





Internationalisation

OVERVIEW & OPERATING CONTEXT

Through internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, as well as to position the University on the global higher education landscape.

The work undertaken by the Division for Internationalisation is central to UJ's vision of 'an international university of choice, anchored in Africa, dynamically shaping the future'.

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaboration involving research, student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching the student's experience, the University's research and innovation, teaching and learning towards excellence in scholarship, as well as the enhancement of UJ's international profile.

Firmly implicated in the University's Global Excellence and Stature 2025 Strategy, the work of the Division is also informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is both intra-university, and with international partners.

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

- 20% international permanent academic staff by 2020;
- Priority focus on Africa; increased partnerships with BRIC countries, the US and Europe;
- 10% international students by 2020 with two thirds in UG programmes;
- 1 000 students per annum in study abroad programmes by 2018, and 3 000 students per annum in study abroad programmes by 2025.

In addition to the above targets, the Division sets financial targets for itself, in line with UJ's 2025 Strategic Objective Six: Fitness for global excellence and stature.

In 2018, growth was realised on all targets, with most of the targets for the year being exceeded, the reporting year thus proving to be another successful year for internationalisation at UJ. Particularly significant to 2018 was the continued work with Times Higher Education, U21 and BRICS networks to continue to elevate UJ's global reputation while assuring the University's leadership position in influencing the development and governance of global higher education, with special reference to Africa. Also significant in 2018 were the strides made by UJ in various rankings bodies, as reflected by a significant jump in Best Global Universities Rankings (BGUR). UJ climbed 60 places in the BGUR rankings, and also ranked in the following subjects in the Times Higher Education (THE) World University Rankings: Business and Economics, Education, Law, and Social Sciences.

The drivers of any strategic initiative are the people. The UJ Division for Internationalisation has grown from a team of three in 2011 to a team of 13 permanent and two temporary staff in 2018.

The year 2018 was a challenging, tumultuous year for Internationalisation, where leadership was concerned. By the end of 2017/2018, the Executive Director: Internationalisation had resigned and finished her tenure. The year 2018 began with an Acting Senior Director who served in that capacity until May 2018. The appointed Senior Director took up the position at the beginning of June 2018; however, he had resigned and vacated the position by the end of November 2018. An Acting Senior Director: Internationalisation was then appointed. In addition, the Director: Corporate Services, who was appointed in June, resigned at the end of October. This disruption in leadership created challenges in terms of meeting targets, maintaining staff morale and increasing output. Despite these challenges, all targets were met.

The Division is made up of the following three Directorates:

- Study Abroad and International Student Services
- Academic Services
- Corporate Services

INTERNATIONAL STAFF, STUDENT RECRUITMENT AND ADMISSIONS

Together with the Division for Human Resources, a draft Policy for Recruitment of International Staff was finalised.

The International Recruitment and Admissions Office conducted international student recruitment drives in 20 countries. This helped, among others, to increase registrations to meet and exceed targets, with postgraduate students at 1 250 and undergraduate students at 2 372.

UJ has been represented at the International Education Association of South Africa (IEASA) with one of the directors on the management council; at BRICS; the Times Higher Education (THE); Universitas 21 (U21); the Asia-Pacific Association for International Education (APAIE); NAFSA: the Association of International Educators; the Association of International Education Administrators (AIEA); the European Association for International Education (EAIE); the Southern African-Nordic Centre (SANORD); and at recruitment platforms in Botswana, Brazil, Cambodia, Eswatini (formerly Swaziland) Ethiopia, Ghana, Hong Kong, India, Indonesia, Lesotho, Myanmar, Namibia, Nepal, Nigeria, Singapore, Tanzania, Thailand, Uganda, Vietnam and Zambia.

In order to improve service provision to applicants, the Division further enhanced the international admissions processes; the five-day turnaround time from receiving an application to finalisation was enforced, which increased efficiency.

As a member of the Council of International Schools (CIS), the University has automatic access to illustrious international schools across the globe. UJ also enjoys association with regional international school bodies, such as CIS-EARCOS (the East Asia Regional Council of Schools), which hold annual career guidance school teacher workshops and conferences. CIS also provides a search and information database for member institutions and all learners from international schools. We have seen an increase in the number of IB (International Baccalaureate) curriculum students joining the University, especially in Science, Engineering and Technology (SET) programmes and Economics and Business. There has been a rise in opportunities to present at international school fairs and information sessions. This membership is part of our strategy to diversify our markets for student recruitment and reduce UJ's over-reliance on the Zimbabwe Presidential Scholarship.

Keystone is the Division's targeted digital marketing platform that generates leads for all of our faculty offerings at undergraduate (UG) and postgraduate (PG) levels. It serves as a digital marketing platform, matching qualifying prospects to specific searches for various levels of programme offerings. As a digital platform, its benefit is greater in countries and cities where we are otherwise not able to have a physical recruitment presence. The next level of service is SmartEngage, which will allow real-time engagements with prospective students across the globe to convert the enquiry into applications. Keystone also drives brand visibility with over two million impressions a month.

Our partnership with the Visa Facilitation Service (VFS) was strengthened, in that it operated on the APK Campus to facilitate new and renewal of visa applications for both students and staff. UJ was the only university granted

credentials to a special applications portal. This relationship will continue in 2019 going forward, and will save students and staff time by enabling them to complete their applications on campus.

STUDY ABROAD AND INTERNATIONAL STUDENT SERVICES

The Division supported inbound and outbound student mobility, meeting and exceeding targets. By December 2018, 391 inbound and 1 176 outbound mobility had been reached against the total target of 960 – a combined target for inbound and outbound students.

The Division facilitated and supported 10 new Erasmus+ agreements, which led to student and staff mobility, both inbound and outbound. Most of the inbound staff mobility will take place in the first half of 2019.

Activity with International Student Exchange Programmes (ISEP) continued, and new activity with Study Abroad to Africa increased in the area of short-term mobility and internships. The collaboration with the service provider, ISEP, has also grown in the area of outbound mobility: more opportunities are being taken up by UJ students to study abroad for a full semester, with the USA and Europe as the more popular destinations.

The University's membership of Universitas 21 has provided multiple opportunities for outbound student mobility in terms of short learning programmes. In 2018, a total of 40 students participated in various programmes globally.

The Division sustained strong programmes with the following faculties and partners:

- Africa-by-Bus (ADC, Engineering and the Built Environment, FADA, Health Sciences, Humanities, Science, Student Affairs, including the SRC)
- Hong Kong University (Science)
- WHO Podiatry Programme (Health Sciences)
- Cornell University (Law)
- Georgia State University (Education)
- OTH Regensburg (FADA ? DAAD)
- Utrecht (Humanities)
- Mineral Policy (Engineering and the Built Environment) offered in Dakar in collaboration with IDEP
- University of Pittsburgh (Engineering and the Built Environment)

The Tennessee State University Study Abroad Programme has grown substantially: in 2018, it included a group of 90 schoolchildren, who participated in a music programme in conjunction with UJ Arts and Culture. The programme also yielded reciprocal mobility of 19 UJ students and two UJ staff members.

Relationships in Indonesia have been strengthened, resulting in the first set of exchange students being sent to UJ from Binus University. They completed their semester in January 2019 and have now returned to continue studies at Binus University.

PARTNERSHIPS AND GLOBAL REPUTATION

Partnerships

Engagement continued with the government of Zimbabwe. Ten UJ scholarships were extended to the Presidential Scholarship Fund. A new partnership was initiated with the government of Equatorial Guinea, primarily for student funding purposes in the area of Energy Studies. Academic Services appointed a postdoctoral fellow towards the end of 2018 whose primary role includes establishing a research unit run by the Division for Internationalisation, but housed within the Faculty of Humanities. Work has begun on conceptualising and developing content and curriculum for short learning programmes and summer/winter schools in the latter part of the year. New Africa university agreements were concluded with the University of Lagos, Nigeria; the University of Nigeria, Nsukka; the National University of Science and Technology (NUST); and Evelyn Hone College of Applied Arts and Commerce, Zambia.

Executive leadership visits to Nanjing Tech University, the Hanban/Confucius Institute Headquarters in China, and Nanyang Technological University (NTU), Singapore, were successfully concluded. The visits included the signing of a joint degree agreement between UJ and Nanjing Tech University and discussions with Hanban to enhance the UJ Confucius Institute into a model institute.

Global reputation (marketing, events and visits)

Global advertising for 2018 was registered in the QS Top Universities Guide and WOW News; UJ co-exhibited with three other South African universities and IEASA at the 2018 EAIE Exhibition and Conference hosted in Geneva. The exhibition provided an opportunity for UJ to have a customised exhibition space and to be part of a broader extended South African booth, therefore maximising delegate traffic to the South African universities' exhibitor area. The Division, together with JIAS and the Research and Innovation Office, exhibited at the 2018 Science Forum South Africa hosted in Pretoria, and ensured continuation of the partnership with The Conversation Africa.

UJ maintained its strength in global rankings:

- UJ climbed to 92nd in the Times Higher Education (THE) Emerging Economies University Rankings 2018;
- UJ climbed to 790 in the Center for World University Rankings (CWUR);
- UJ climbed 60 places in Best Global Universities Rankings (BGUR), to fifth in Africa.

The Division for Internationalisation arranged the follow-up visit of Prof Wole Soyinka (Distinguished Visiting Professor) to UJ. Prof Soyinka delivered an address, entitled 'Teaching Masterclass' on 15 May, a book launch on 16 May to commemorate '55 years after Makerere', and delivered the second part of his lecture, entitled 'A long walk to Mandeland' on 18 May. The year 2018 also afforded us the opportunity to host the Historians without Borders Seminar in partnership with the African Centre for the Constructive Resolution of Disputes (ACCORD) and Historians without Borders; the Women in Leadership Summit in partnership with the University of the Witwatersrand and NASDEV; and the Council of Graduate Schools Summit in partnership with the Postgraduate School and CGS.

The Division hosted seminars in collaboration with the PG School, the SARChI Chair: South African Art and Visual Culture, and the Faculty of Law.

Over 25 delegations were hosted, including the Embassy of Germany and a Deputy Minister from the Ministry of Science and Technology, China.

UJ continues to use the digital marketing platform, Keystone Academic Solutions, to market all postgraduate programmes.

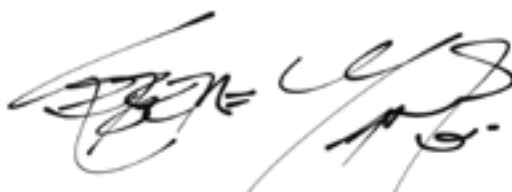
CORPORATE SERVICES

Third-stream funding

An amount of R3 million was obtained from the Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA), which is earmarked for funding the upskilling of technical and vocational education and training (TVET) staff in 2019.

Membership of networks and professional bodies

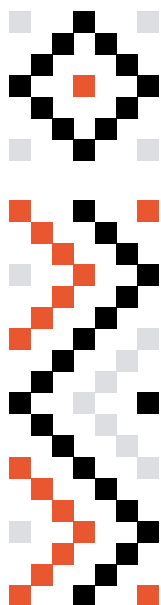
Staff have membership of a large number of networks and professional bodies.



Lebethe Malefo (Mr)

Senior Director: Internationalisation (Acting)





Library and Information Centre

OVERVIEW

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

EMBRACING THE FOURTH INDUSTRIAL REVOLUTION

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

Change management

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

Task teams

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



data management to social media marketing. The task teams are project based and the projects form part of the library strategic plan.

NEW TECHNOLOGIES AND SERVICES

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

Book-to-desk service

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

Automated venue booking system

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

IPhones for shelveers – Mobile Worklist

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

Offices for visiting academics

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

Writing Centre in the Library

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

ACHIEVEMENTS IN 2018

Significant growth in our catalogue collection

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

Significant increase in online training for students

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

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

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

Significant increase in our institutional repository

Our support of the overall research focus of the University is in part to help improve the visibility of our researchers. During 2018, the institutional repository's usage increased significantly.

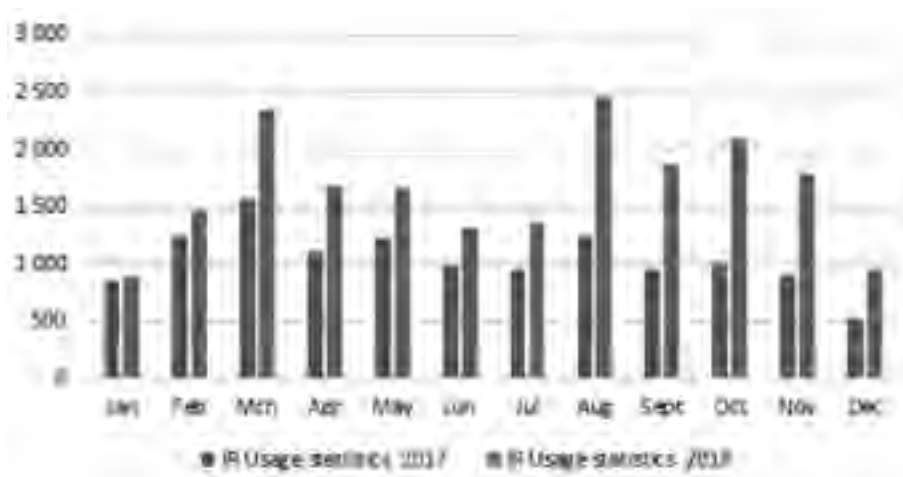


Figure 9: Usage statistics

Income generation: The Library Bindery

The Bindery has become an income-generating service as opposed to what it was originally meant to do: to mend and bind library books. In 2018, the Bindery intensified its marketing and promotion campaigns to secure more business. As such, it was able to generate R793 700 in 2018 compared to R617 349 in 2017, amounting to a 28% increase in turnover.

Thought leaders

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

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

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

Conferences and papers presented

While a few staff members have presented papers at library conferences in the past, during 2018, we had a record number of seven papers presented by our staff at national and international conferences.

- Prof Maria Frahm-Arp (Executive Director) at the annual Sabinet Conference, 5-6 September 2018.
- Nomoya Mahlangu (Director: Research and Innovation) at the 19th LIASA Annual Conference, 8-12 October 2018.
- Hettie Wentzel (Manager: Quality and Operations) and Merralldene Guercio (Administrative Assistant) at the 5th Annual SHECASA Conference, 6-7 September 2018.
- Elize du Toit (Info-Skilling Librarian) at the 39th International Association of University Libraries Conference, 17-21 June 2018.
- Tyson Mabunda (Manager: Institutional Repository) at the 19th LIASA Annual Conference, 8-12 October 2018.
- Atline Maluleke (Librarian Archives) at the 19th LIASA Annual Conference, 8-12 October 2018.

Events

The UJ Library continued to provide a stimulating environment for debate and engagement with topical issues to both students and staff. In 2018, the Library expanded its events to include exhibitions and conferences. We hosted 15 Fourth Industrial Revolution related events in the form of book launches and public lectures. All Library events and seminars were presented in partnership with faculties or support departments within UJ. The 2018 events programme consisted of 102 events that included:

- Special events – Women's Day, Men's Day, Wellness Day
- Exhibitions – the Celebrations of the Centenary Birth of Nelson Mandela, the Mantel Room Exhibition and the 2018 Book Exhibition and Opening of China Shelf in South Africa
- Conferences – the Fourth Industrial Revolution and Library Practices in South Africa and the E-book Seminar
- Book discussions
- Public lectures
- UJ Ted Talks

CHALLENGES IN 2018

Wi-Fi coverage, shortage of computers and network instability

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

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

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

Maintenance, leaks and the HVAC system

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

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

WAY FORWARD

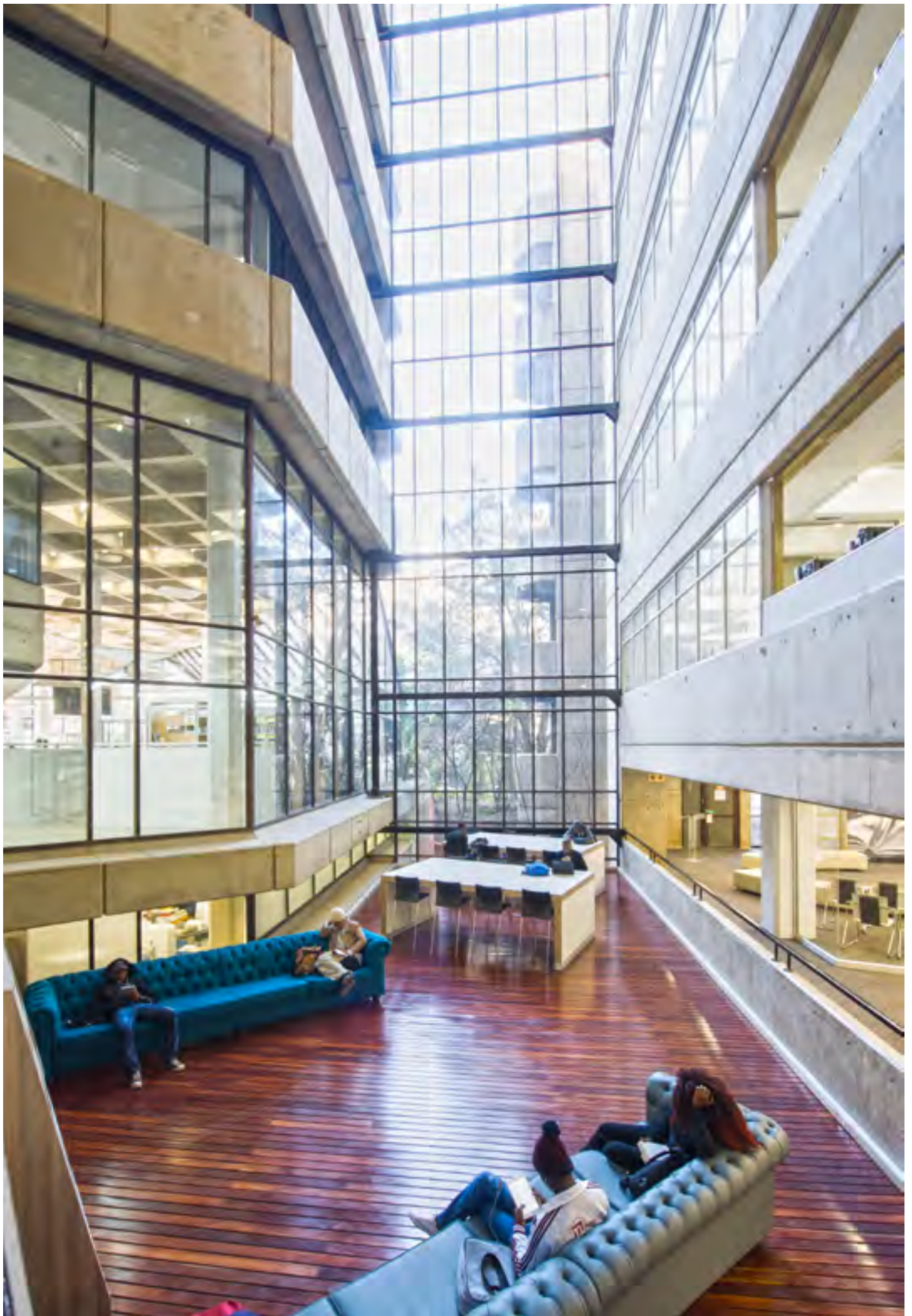
In 2019, the Library will be launching an integrated student app. This app, which students will be able to download onto their phones, will give students a map of each library and show them how to find the computers, the Reading Commons and books on different shelves. It will also push information to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

M. Frahm-Arp.

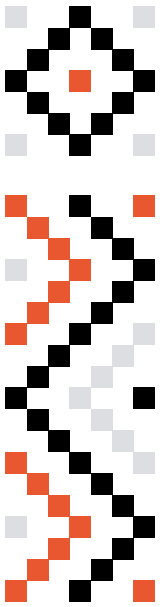
Maria Frahm-Arp (Prof)

Executive Director: Library and Information Centre









Faculty Performance

OVERVIEW & GOVERNANCE

The review reports of the one College and seven Faculties are reflected in this section, listed in alphabetical order.

During 2017, the Faculty of Management, and the Faculty of Economic and Financial Sciences were merged to create the College of Business and Economics (CBE). The College came into being on 1 July 2017. In terms of governance, during 2018, the College completed the full process of merging policies, governance structures and procedures, and the College thus follows the same rules that apply to the seven faculties.

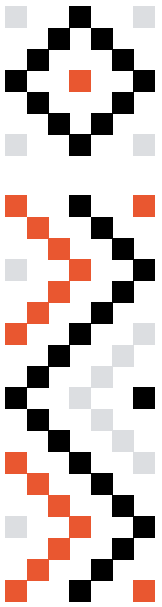
In the following, use of the term faculty also includes the College.

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

Angina Parekh (Prof)

Deputy Vice-Chancellor: Academic





College of Business and Economics

OVERVIEW

The Fourth Industrial Revolution (4IR) frames the impact of technological advances on humanity. Unpacking this impact reveals a tangled mass of connections, which even the architects of artificial intelligence (AI) battle to fully understand. The manner in which AI processes data generated from billions of searches on the World Wide Web in the so-called 'black box' remains mysterious.

Of interest is that the search engine Google, headquartered in the USA, is blocked by the Great Chinese Firewall. In China, the top search engine is Baidu, an equally powerful global AI and Internet company. What these competitors have in common is that their search results are being kept notoriously secret.

On the face of it, humans are not in control of this new, scary world. This poses a typical wicked problem in the sense of being difficult to resolve, because knowledge is either incomplete or contradictory, a huge number of people and opinions are involved, and it carries a large economic burden involving many interconnected problems.

The UJ College of Business and Economics (CBE) addresses wicked 4IR-related problems through five questions:

- Who generates data?
- Who owns data?
- To what purpose?
- How do we equip graduates for the future? Reflecting on the future of learning and research, Anna McKie writes that inter-disciplinarity is required to mitigate these challenges as AI raises a host of issues stretching across computer science, law, ethics and social policy (<http://www.twitter.com/annamckie>). She cautions "that the interdisciplinary spirit has typically penetrated less deeply into teaching".
- How do we improve society's techno-savvy beyond the level of falling prey to exploitation, especially in Africa and our part of the continent? It is reported that 44% of Africa's population is connected by cellphones when compared to the world average of 66%. This gap impacts on users and firms wanting to do business in Africa and emphasises the need to tackle the impact of technology to benefit South Africa.

Moving closer to home, President Cyril Ramaphosa, in his 2019 State of the Nation Address, elaborated on 4IR impact and announced the establishment of the Presidential Commission on the Fourth Industrial Revolution. He linked this major policy intervention directly to South Africa's future prosperity as a nation, saying that the commission must "ensure that our country is in a position to seize the opportunities and manage the challenges of rapid advances in information and communication technology". South Africa clearly does not want to be left behind.

The CBE, cognisant of this national urgency and agency, is purposed to develop critical thinkers and problem solvers who address business, economic and societal challenges. Our initiatives are clearly aligned to the recently approved UJ Global Excellence and Stature 4.0 Strategy.

The CBE 2018 Annual Report reflects a counter-disruptive strategy built on the strengths of its School of Accounting (SoA), the Johannesburg Business School (JBS), the School of Consumer Intelligence and Information Systems



(SCiis), the School of Economics (SoE), the School of Public Management, Governance and Public Policy (SPMGPP), the School of Tourism and Hospitality (STH), and an agile academic governance force directed by the Deanery.

The CBE community progresses by using technology to educate more people than ever before in business and economics. We impact by generating knowledge, adding value to learning, and teaching how to be better informed, to be healthier, to be safer, to behave better, to connect, and to learn faster. In so doing, we ensure that the 'black box' is not as mysterious as first feared.

In the following we report on highlights and key trends from the College's activities during 2018.

CBE ENROLMENT PROFILE

In reimagining CBE impact, access to our best programmes was widened at the bottom of our educational pyramid (Higher Education Qualifications Framework Level 5) through a well-designed and sensibly articulated system into Levels 6 to 7.

CBE's subsidised undergraduate (UG) headcount enrolment decreased, largely in accordance with institutional enrolment planning, by a headcount of 406, from 16 861 in 2017 to 15 850 in 2019 (-3%).

CBE's non-subsidised undergraduate headcount enrolment in Continuing Education Programmes (CEPs) was grown from 5 664 in 2017 to 6 500 in 2019 (+7%).

CBE's PG headcount enrolment was stabilised from 2017 to 2019, according to supervision capacity, at about 2 900 enrolments, with PG enrolment below master's level at a headcount of 1 950 students and master's enrolment at 740 students.

Our focus on increasing doctoral enrolment resulted in an increase from 169 to 207 candidates by 2019.

Curriculum renewal and the development of new offerings in the postgraduate environment has resulted in a rich mix of honours, postgraduate diplomas, master's and doctoral programmes that promote knowledge production and awareness in critical areas of society and the economy.

CBE TALENT MANAGEMENT

Enriching the CBE with talented academics and practitioners, administrative and support staff alike, is the Dean's priority.

Honorary doctorates

Honorary doctorates were conferred on two individuals whose lives serve as a source of life-long wisdom and humanity inspiring the CBE.

Prof Robert Engle, 2003 Nobel Laureate in Economics, for developing methods to analyse unpredictable financial market movements.

Bobby Godsell, former CEO: Anglo American Corporation, CEO: AngloGold Ashanti Limited, President of the Chamber of Mines, Chairperson of Business Leadership South Africa, Chair of the World Gold Council, Board Member of the Industrial Development Corporation, and member of the National Planning Commission. His leadership style and contribution to the CBE prototype excellence.

Distinguished visiting scholars

In the course of 2018, six distinguished visiting professors added substantial weight to producing and disseminating knowledge and best practice. These scholars are Prof Arnold Bakker (Erasmus University of Rotterdam, Work and Organisational Psychology), Prof Eva Demerouti (Eindhoven University of Technology, Organisational Behaviour and Human Decision Making), Prof Naresh Malhotra (Georgia Institute of Technology, Marketing Research and Consumer Behaviour), Prof Maureen Pirog (Indiana University, Public Management and Leadership), Prof Jarkko Saarinen (University Oulu, Sustainability Management), and Prof Howard Thomas (Singapore Management University, Strategic Management).

In addition, the CBE hosted 16 visiting professors, two visiting associate professors, 10 professors of practice, 36 senior research associates and 63 research associates. Prof Vassi Naidoo, Chairperson of Nedbank and past CEO of Deloitte, for example, was appointed as Professor of Practice in the CBE School of Accounting, Department of Accountancy.

Permanent staff

The CBE consists of 344 academic members of staff, among whom are 6% assistant lecturers, 42% lecturers, 33% senior lecturers, 10% associate professors and 8% professors. Some 53% of our academic staff are women. Academic staff include 45% academics from designated groups and 14% internationally recruited academics, mostly of African origin.

CBE academic administration

The College would not function without its 125 committed, hardworking professional administrators and 45 operational staff members who take a broad view of the University, the College and our students' best interests.

The CBE Administration renders a one-stop service to some 25 365 registered students on three different campuses, ranging from certificate up to doctorate level, which represent 42% of the University's student population.

This foremost responsibility is divided between two CBE Heads of College Administration, Ms Maria Motaung and Ms Elmarie Vermeulen. In 2018, both have achieved the highest performance ratings of Heads of Administration across UJ. Congratulations to them and their team consisting of eight senior college officers, ten college officers and eight administrative assistants.

SARChI Chairs

Prof Erika Kraemer-Mbula (School of Economics) was awarded the Africa-UK Trilateral SARChI Chair, notably at Tier 1. This SARChI Chair resulted from a partnership between the University of Johannesburg, the University of Sussex and the African Centre for Technology Studies (ACTS), Kenya.

Prof Cecile Nieuwenhuizen (Department of Business Management) was awarded the SARChI Chair in Entrepreneurship Education at Tier 2.

Prof Fiona Tregenna (holder of the SARChI Chair: Industrial Development, School of Economics) has been awarded inaugural Community of Practice (CoP) Funding from the NRF of up to R7 million over an initial two-year period.

NRF-rated researchers

In 2018, the number of National Research Foundation (NRF)-rated researchers increased by 3 to a total of 17.

Postdoctoral research fellows

In addition, the number of postdoctoral research fellow appointments increased from 10 to 35.

Improved staff qualifications

Some 32% of academic staff hold doctorates. Doctorates were conferred on ten staff members during 2018: Dr Chris Schachtebeck, Dr Leon Janse van Rensburg, Dr Corlise le Roux, Dr Talent Zwane, Dr Danny Ditsele, Dr Adele Oosthuizen, Dr Mdu Biyase, Dr Magdelene Wilson, Dr Ilse Karsten, Dr Lukishi Mamaile, Dr Cor Niemand, Dr Guy Toko and Dr Nicola Wakelin-Theron.

Some 55% of academic staff hold master's degrees, and 20% are CAs.

Eight staff members achieved their master's degrees during 2018: Ms Modi Dolamo, Ms Wadzanai Mabuto, Mr Brian Mogapi, Mr Milan de Wet, Mr Milan van Wyk, Mr Hoosain Coovadia, Ms Annamarie Janse van Rensburg, and Ms Rachel Khoza.

Staff development

A total of 71 academics participated in the Accelerated Academic Mentorship Programme, of whom 46 (65%) are from designated groups and 37 (52%) women.

Promotions

A total of 13 academic staff members were promoted in 2018. To senior lecturer: Dr Mdu Biyase, Dr Beate Stiehler-Mulder, Dr Shopee Dube and Dr Cor Niemand. To associate professor: Prof Talita Greyling, Prof Kotie Viljoen, Prof Crystal Hoole, Prof Dominique Uwizeyimana, Prof Danielle Nel, Prof Vain Jarbhandan, Prof Rose Luke and Prof Johane Dikgang. To full professor: Prof Ilse Botha.

Staff accomplishments

The accomplishments of CBE staff on the international and national stage are too numerous to mention in detail. Staff have been elected to the boards of learned societies, been appointed as visiting professors at global universities, given keynote presentations at international conferences, secured notable international conferences for South Africa, and hosted conferences that brought leading experts together for dialogue and networking.

Within the College, the Dean acknowledges notable accomplishments by means of a series of sought-after Dean's Awards, for staff ranging from Top Professor, and Top Innovator to Most Promising Young Teacher.

Student accomplishments

CBE students, too, have again made their mark both locally and nationally. Two CBE students were awarded Mandela Rhodes Scholarships: Sicelo Chris Gama (BCom Honours: Financial Planning) and Shandré Hoffman (MA: Industrial Psychology) for postgraduate study in Oxford. Mr Biswas Kapasule was selected as a Top 10 Finalist in the renowned 2018 Global Peter Drucker Essay Competition. His essay, 'Reclaiming individuality in the age of AI', was selected among 470 submissions received from 60 countries of whom only three were finalists from Africa.

Students from the School of Accounting have been particularly successful. In 2018, a total of 93% of UJ candidates passed the strenuous first SAICA qualifying examination, contributing the largest number of successful candidates of all residential universities.

UJ also produced the largest number of successful black candidates of all residential universities. Two UJ students were placed in the Top 10: Simon Basson, first, and Brett Black, tenth.

Of the six UJ students placed in the Top 100 of the student leadership Gradstar Awards 2018, five were from the School of Accounting. In addition, five of the 30 finalists in the Student Leadership Summit 2018 came from the Department of Accountancy.

Ivette du Toit was awarded Best Master's Graduate in the 2018 Tax Thesis Competition of the South African Institute of Professional Accountants, and the prestigious Abe Bailey Travel Bursary for 2018 went to Accountancy student, Sibongakonke Kheswa.

CBE REPUTATION

Global reputation

The CBE global footprint grows steadily. The CBE made its debut in the 2019 Times Higher Education (THE) Business and Economics Subject Rankings, being ranked among the Top 500 worldwide in the 401-500 band for Business and Management Studies, Economics and Econometrics, and Accounting and Finance. This is the first time that we have qualified for THE rankings.

We are ranked first in the field of Tourism and Hospitality in the continent and twentieth worldwide.

We have the best Department of Marketing Management on the continent. In South Africa, we are rated in Africa: third in Business and Management Studies, fourth in Economics and Econometrics, and fourth in Accounting and Finance.

In 2018, the School of Accounting contributed the largest number of successful candidates who have passed the SAICA ITC exams and the highest number of black candidates.

The CBE maintained active relationships with around 20 African institutions, ranging from universities to municipalities and government departments, with a focus on Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, Somalia, Tanzania and Uganda.

The Johannesburg Business School (JBS)

The JBS, directed by Prof Lyal White, is purposed to be a Pan-African Business School with a global mind-set, preparing people and organisations to be future fit, through innovation and purpose in society at large.

The newly established JBS aims to grow into one of the big five South African business schools towards 2024. In meeting this growth target, the JBS will introduce the UJ MBA in 2020. A Postgraduate Diploma (Business Acceleration) that articulates into the MBA is under way. The JBS has also hosted a range of executive education programmes themed on the 4IR and a range of customised corporate programmes. The Centre for African Business was also established within the JBS.

Common Good First – Digital Storytelling Project

South Africa's voiceless communities can now tell their own stories with the support of our Common Good First – Digital Storytelling Project, in partnership with Nelson Mandela University. The first digital lab was launched in Port Elizabeth; UJ's satellite lab has been set up on the Soweto Campus. CBE staff involved in the project are Ms Adelaide Sheik, Ms Joyce Sibeko and Dr Chris Schachtebeck.

The Digital Storytelling Project was conceptualised to grow the emerging South African social innovation sector, by creating a digital network – known as Common Good First – to capture and showcase social impact projects in South Africa, connecting them to one another, academics and HEIs around the world.

It provides an online directory of innovative social projects for learning and teaching, as well as offering opportunities for community engagement to students in South Africa (SA) and the European Union (EU). In so doing, it also addresses the issue of the 'digital divide', as identified by the country's National Development Plan 2030, by supporting the growth of e-skills among community groups. Innovative digital storytelling modules will be co-designed and taught by young people in our partner HEIs and in community projects. Modules in digital storytelling created for both student engagement with the wider community, and community projects themselves, will be rolled out in mobile labs, focusing on rural, peri-urban and urban locations.

CBE – a shifting business model

In 2018, the CBE generated R508 million in tuition fees (41% of total revenue), R465 million in subsidies (41%) and R252 million in third-stream revenue (21%), showing a substantial shift in strategic revenue generation. Some 18% of third-stream revenue was derived from research-based funding, including contract research, NRF funding, publication subsidies, and URC grants. The remainder consisted of revenue from CEPs (55%), donations (21%), public sales (5%), and consultancies (1%).

A critical success factor in delivering non-subsidised academic programmes is productive three-party agreements. These typically involve UJ, a multinational or parastatal, and a global partner. For example, the partnership between the Department of Transport and Supply Chain Management, Transnet, and the Glasgow Caledonian University is delivering a BSc in Railway Operations. Partnerships also led to consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes.

CBE TEACHING AND LEARNING

CBE Teaching and Learning is overseen by Prof Sivan Chetty, Vice-Dean: Teaching and Learning, supported by Prof Marita Pietersen, Head: Quality Assurance.

Programme additions and improvements

Major shifts in the college business model, framed by the impact of the Fourth Industrial Revolution, are being accomplished through enrolment planning and the application of technology in teaching and learning.

Curriculum amendments have been made to various modules in a range of programmes to take into account technological advancements.

Ten programmes received accreditation from the Council on Higher Education (CHE), and ten were registered by the South African Qualifications Authority (SAQA) in 2018.

This was partly achieved as a result of continuous programme reviews; the CBE Programme Qualification Mix (PQM) responds dynamically to the complex and evolving world of business and economics. Factors, such as the need for economic and environment sustainability, the Fourth Industrial Revolution and decoloniality, are of critical importance in determining the nature and scope of our PQM.

In 2018, eight CBE subsidised programmes were part of a pilot project on a proposed new quality review framework, expected to be completed in 2019. Several short learning programmes in the Centre for Competition Regulation and Economic Development (CCRED) were reviewed in 2018. At the same time, a number of programmes in online and contact modes and ranging from higher certificates to master's degree offerings were submitted for accreditation in 2018. Some 30 CBE programmes are accredited by international institutions.

Student success

The UG module success rate, from 2016 to 2018, has remained constant at 85%. Over the same period, the first-year dropout rate decreased from 15% to 13%, while the UG graduation rate improved from 22% to 25%. Internal efficiency has clearly improved.

Major drivers were the R4 million per year invested in CBE staff training on the effective use of Blackboard software, the First Year Seminar, a peer mentoring programme, substantial tutoring, and intensive revision sessions.

Apart from innovative and relevant curricula, the CBE prepares students for the world of work by actively engaging students to reflect on their learning through practical assignments, collaborative projects, case studies, and various forms of service and work-integrated learning. Various enrichment opportunities are also provided to develop critical thinking skills, leadership, entrepreneurship and active citizenship.

In response to the #FeesMustFall Campaign, the College has contributed over R15 million to the UJ drive in support of the 'missing middle' (students above the National Student Financial Aid Scheme (NSFAS) threshold, but for whom university education is unaffordable).

Employer engagement is essential to ensure the academic relevance of college programmes. College initiatives are especially aimed at exposing our students to prospective employers or opportunities for self-employment. Our sincere appreciation to the private and public sector organisations for their generous contribution of opportunities to enrich our students.

2018 Student Satisfaction Survey

In 2018, CBE students expressed a higher level of satisfaction than in previous years in all items pertaining to lecturers' support. In addition, CBE respondents expressed a higher level of satisfaction with their lecturers compared with other faculties. The statement 'Lecturers are consulting with students during their consulting times' retrieved the highest mean.

Entrepreneurial action

Enactus UJ, a student organisation that promotes community service learning, continued as the CBE major mode of community engagement.

Five start-ups, through UJCE interventions, represented UJ at Slush 2018 in Helsinki, Finland (<https://www.slush.org/>).

The UJ Centre for Entrepreneurship extended our footprint beyond Gauteng through the Pfunanani Entrepreneurship Development Project, a rural entrepreneurship development programme in Mpumalanga, where we boosted 60 local businesses in collaboration with the Jobs Fund, Sabi Sand Pfunanani Trust, and the Buffelshoek Trust.

The UJ Centre for Entrepreneurship, led by Ms Moipone Molotsi, hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates in 2018.

The School of Consumer Intelligence and Information Systems collaborated with the Direct Selling Association in 2018 to provide final-year undergraduate students with selling experience. This project resulted in sales worth R3 million, with 405 students benefitting R750 000 in commission.

The School of Public Management, Governance and Public Policy promotes community service learning as a major mode of community engagement, nationally in the local government sector, and internationally with an international community service student programme in cooperation with UN Humanitarian Affairs.

Service learning

Collaborative service learning was experienced by students who leveraged the benefits of the flipped classroom and blended learning. Students worked in multicultural teams and shared their experiences to find solutions to the problems experienced by co-operatives.

Work-integrated learning

Work-integrated learning continued to be a strategic strength of diploma programmes, and included all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

Student volunteering

Student volunteering in support of communities flourished with projects such as blanket knitting, the 'Tops and Tags' initiative in collaboration with Interwaste Environmental Solutions, online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment, and business plans for NGOs. In house, over 250 senior students volunteered and were trained to support first-year students.

Students in the School of Public Management, Governance and Public Policy contributed to ten volunteering projects in 2018 in terms of community engagement initiatives carried out by students focusing on the Sustainable Development Goals.

CBE KNOWLEDGE GENERATION AND DISSEMINATION

Postgraduate enrolment and research output serve as a pull factor in the CBE strategy. Vice-Dean, Prof Kelvin Bwalya, joined the Deanery in October to lead the CBE research portfolio. The CBE Higher Degrees Committee has tightened postgraduate governance in terms of more rigorous selection and supervision practices, as well as student monitoring and support measures.

Postgraduate output

In 2018, the CBE conferred 1 322 postgraduate qualifications, among which were 460 postgraduate diplomas (35% of total), 706 honours degrees (53%), 132 master's degrees (10%) and 24 doctorates (2%). The STH graduated its first doctoral student since the inception of the programme in 2015.

Postgraduate recruitment

Through bursaries offered by the Dean's Senior Leadership Development Programme, ten international doctoral students were recruited from universities in Ghana, Rwanda, Uganda and Zimbabwe. The School of Leadership grew its footprint into parts of Southern Africa by attracting parliamentarians from Botswana, Eswatini (formerly Swaziland) and Zambia.

Improved knowledge generation

By end 2018, CBE investment in global and continental partnerships stood at R9 million. Books, chapters, conference proceedings and journal articles produced by CBE staff represented 17% of UJ output. The final total research output increased from 285 credits in 2017 to a record-breaking 353 credits in 2018 (+23%), of which 60% were published in journals, 24% in conference proceedings and 16% in books and book chapters.

All Schools have upped their research output. Most encouraging is that research output per academic has improved to more than 1 credit per academic, meaning that research participation has grown by 33%.

The most productive contributions were made by the School of Public Management, Governance and Public Policy (seven credits per senior lecturer unit), followed by the School of Tourism and Hospitality (five credits per senior lecturer unit). The School of Economics and the School of Consumer Intelligence and Information Systems contributed mid-range at two credits per senior lecturer unit, while the Johannesburg Business School and the School of Accounting contributed about one credit per senior lecturer unit.

In terms of impact, some 72% of CBE research output was listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals. An analysis of research titles showed that College researchers' intellectual pursuits have shifted since 2017, from general business dynamics to South African and continental business challenges, notably in the field of market intelligence.

Annual Honours Poster Competition

The Annual Honours Poster Competition is an example of developing student interest in postgraduate studies. This competition also serves to benchmark research methodology across disciplines in the College. The first prize entails cash (R10 000) and sponsored attendance at an international conference.

Institute of Transport and Logistics Studies (ITLS) (Africa)

ITLS (Africa), located within the Department of Transport and Supply Chain Management, responds to industry needs for independent, unbiased, relevant and up-to-date research. Its international partner institution is the Institute of Transport and Logistics Studies at the University of Sydney.

In 2018, the contribution of ITLS (Africa) ranged from surveys on trends in transport, logistics and supply chain management to once-off specialist research projects, such as the skills gaps in Kenya, Namibia, and Zimbabwe.

Of significance is a new agreement with the World Bank, the World Resources Institute, the World Council on Transportation and Research Society and five African universities, which will further joint research, exchange and training programmes.

Centre for African Business (CAB)

The Centre for African Business (CAB) aims to contribute towards making the University of Johannesburg's business school recognised for excellence in management and leadership capacity building in Africa and internationally. The CAB's principal activity is to develop and publish teaching case studies. The CAB is dedicated to delivering contextually relevant case studies and is committed to the decolonisation of teaching, learning and the broader curriculum – using Africa-specific examples and outputs.

The Centre also runs various events (seminars, workshops and conferences), short courses and learning immersions into various African countries linked to its research outputs, and geared towards driving the Pan-African agenda and strategy of the JBS and the College of Business and Economics at large. Research, focused on Africa, through the publication of opinion editorials, white papers and journal articles, is another important area of focus for the Centre.

The Centre collaborates widely with other centres at the University of Johannesburg and beyond, seeking partnerships with similar centres of African business and networks of experts.

Centre of Local Economic Development (CENLED)

CENLED, directed by Dr Marius Venter, partnered in an international research study on strengthening urban engagement of universities in Asia and Africa, funded by the British Academy. The project includes six other international partners from Iran, Iraq, the Philippines, Scotland, Tanzania, and Zimbabwe.

CENLED entered into a three-year capacity building programme for Gauteng Department of Economic Development officials. The third phase started in 2018 with the training of officials in Local Economic Development short learning programmes; the value of this contract is R900 000 for 2018/2019.

Centre for Competition, Regulation and Economic Development (CCRED)

CCRED, directed by Prof Simon Roberts, specialises in industrial development, competition and barriers to entry, and regional value chains. CCRED, for example, has secured a research grant to promote the ambitions of the Anti-Corruption Evidence Research Consortium, which seeks to examine cartels as a source of private corruption in SADC countries. The project emphasis is on the steel sector and effective enforcement of competition law in Malawi, Tanzania and Zambia.

CCRED and the SA Research Chair in Industrial Development, both from the CBE School of Economics, convened the Digital Industrial Policy Colloquium in November 2018. This conference sought to support the national Department of Trade and Industry by deepening insight into 4IR-related disruption and firm-level responses and directions for industrial policy. The implications for global value chains were deliberated, as well as financing of investment and skills requirements.

The colloquium integrated CCRED research findings, international business experience and contributions by leading global experts, such as Dr Antonio Andreoni (SOAS, University of London, UK); Dr Rashmi Banga (United Nations Conference on Trade and Development); Parminder Jeet Singh (IT for Change, India); Prof David Kupfer (Federal University of Rio de Janeiro, Brazil); Prof Stefano Ponte (Copenhagen Business School, Denmark); Dr Tim Sturgeon (MIT Industrial Performance Centre, USA); and Dr Jinkeun Yu (Senior Research Fellow, Korea Institute for Industrial Economics and Trade).

Food Evolution Research Laboratory (FERL)

FERL, headed by Dr Hema Kesa, is a virtual laboratory within the STH focusing on enhancing the lifestyles of people across generations by focusing on nutrition, health and wellness. FERL was established in partnership with Penn State University.

Public and Environment Economic Research Centre (PEERC)

The Public and Environment Economic Research Centre, directed by Prof Johane Dikgang, is dedicated to strategic research in environmental economics.

Centre for Public Management and Governance (CPMG)

CPMG, directed by Prof Christelle Auriacombe, caters for professional public sector capacity building by way of a Higher Certificate in Local Governance and an Advanced Certificate in Municipal Governance, which articulate into subsidised programmes in the field of public management and governance. Also noteworthy was the acknowledgement of the standing of the CPMG through the nomination of three students and four staff members to participate in the UN Humanitarian Affairs Asia Peace Summit of Emerging Leaders in Bangkok, in November 2018.

UJ Centre of Entrepreneurship (UJCE)

UJCE, directed by Ms Moipone Molotsi, hosted the 'Think smart before you start up' Entrepreneur Fair in partnership with Fasken and ProBono.Org to support entrepreneurs growing streams of new business to success.

LOOKING FORWARD

Overall, the CBE has progressed well in 2018. Underpinning the mind-set of all the staff in the College is the theme of connectedness, of productive and active interdisciplinary connections within the College, as well as a vast set of continental and international connections, to ensure that globally, the UJ College of Business and Economics is top of mind and top of class.

There is still much work to be done to realise the ambitions of our country and our continent. We are confident that the CBE, with the collaboration of all role-players across the private and public sectors, as well as civil society, will help to turn business into a powerful engine that drives our economy forward.

We express our deep appreciation for individual and collective commitment to our future impact.



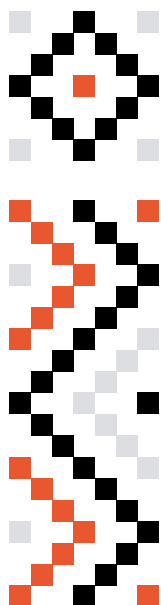
Daneel van Lill (Prof)

Executive Dean:
College of Business and Economics

Table 30: CBE 2018 Snapshot

INPUT	2017	2018	2019	Trend	OUTPUT	2016	2017	2018	Trend
ENROLMENT PROFILE					GRADUATE OUTPUT				
Total enrolment	25 401	25 052	25 247	-77	Total graduate output (n)	5 297	5 251	5 348	26
UG enrolment	22 525	22 124	22 350	-88	UG output	3 910	3 865	4 026	58
Subsidised diplomas	6 773	6 393	6 150	-312	PG output	1 386	1 386	1 322	-33
Subsidised degrees	10 088	9 748	9 700	-194	PG below M (honours)	1 179	830	706	-237
Non-subsidised	5 664	5 983	6 500	418	PG below M (PG diploma)	33	370	460	214
PG enrolment	2 876	2 928	2 897	11	Master's graduates	164	163	132	-16
PG below M (honours)	1 259	1 070	1 155	-52	Doctoral graduates	11	23	24	7
PG below M (PG diploma)	713	926	795	41	Workload				
Master's headcount	735	731	740	3	UG per senior lecturer unit	67	76	70	1
Doctoral headcount	169	201	207	19	PG per senior lecturer unit	9	10	9	0
International enrolment	1 149	1 224	1 220	36	STUDENT PROGRESS				
International UG	907	927	930	12	Undergraduate				
International PG	242	297	290	24	Module success rate	84,6%	84,6%	84,7%	0,1%
Undergraduate profile					First-year dropout rate	15,4%	13,7%	13,0%	-1,2%
Q1 and Q2 schools	23%	25%	26%	2%	UG graduation rate	22,2%	22,9%	24,9%	1,4%
APS ≥35	36%	37%	37%	0,3%	% of UJ top achievers	51,0%	52,0%	54,0%	1,5%
NSFAS bursary holders	2 089	4 588	8 040	2 976	Postgraduate				
TALENT MANAGEMENT					Graduation rate	46,4%	48,2%	47,2%	0,4%
Staff members	478	515	521	22	Hons and PG Dip throughput	50,5%	56,6%	64,4%	7,0%
Academic staff number	332	339	344	6	Master's (2 years) throughput	23,2%	22,7%	14,4%	-4,4%
- Professors	30	29	27	-2	Doctorates (4 years) throughput	18,2%	13,0%	33,3%	7,6%
- Associate Professors	27	30	35	4	RESEARCH OUTPUT				
- Senior Lecturers	123	125	115	-4	DHET Credits	276	285	350	37
- Lecturers	146	145	146	0	Articles	193	201	210	9
- Assistant Lecturers	6	10	21	8	Conference proceedings	47	44	84	19
Administrators	94	125	125	16	Book chapters	22	26	18	-2
Operations	52	51	52	0	Books	14	14	38	12
Staff profile					Output per senior lecturer unit	0,82	0,98	1,09	0,14
Senior lecturer units	338	290	321	-9	THIRD-STREAM REVENUE	Amount	%		
Women academics	49%	51%	53%	2%	Total third-stream revenue	R253m			
Academics (designated)	45%	46%	46%	1%	Contract research	R9,04m			
Academics (non-designated)	46%	42%	40%	-3%	NRF-funded research	R7,34m			
Academics (international)	9%	12%	14%	3%	Publications subsidy	R12,81m			
Academics with a doctorate	107	116	114	4	Bursaries and grants	R16,03m			
Academics with a master's			189		Continuing education	R138,75m			
Academics who are CAs			69		Donations	R52,82m			
BUDGET					Public sales	R12,84m			
Operations budget (Rm)	R314	R332	R352	R19	Consultancy	R3,36m			
Ops budget per student head (Rm)	R15 909	R17 410	R18 772	R1 431					





Faculty of Art, Design and Architecture

In 2018, the Faculty of Art, Design and Architecture (FADA) further consolidated many of the strategic initiatives implemented during the preceding six years. The Faculty also continued to meet most of its performance targets, while remaining responsive to the changing strategic imperatives of the University, and is well aligned with the Strategic Plan 2025.

In response to the shifting imperatives of the GES 4.0 strategy initiated by the new Vice-Chancellor, all academic staff came together for two group conversations in June and November. These discussions addressed the implications of the Fourth Industrial Revolution on the creative disciplines, and the ways in which the Faculty could rise to the challenge it represents. The meetings were well attended by academic staff and were characterised by intense and robust discussion. Some of the recommendations that were put forward will be operationalised in 2019, while the broader issues will inform the Faculty's evolving strategic plan.

A highlight for the Faculty in 2018 was the awarding of an honorary doctorate to the internationally celebrated Ndbele artist, Esther Mahlangu. The awarding of this doctorate, which received much attention in the national and international press, saw Mahlangu being recognised for the first time by a university for her legacy as a cultural entrepreneur, skilfully negotiating local and global worlds, and as an educator. In the context of current debates in South African institutions of higher learning on questions of decolonisation of the curriculum, Esther Mahlangu proudly represents an example of how authentic African knowledge systems can be articulated meaningfully and sustainably, and quintessentially embodies the Faculty's values of arts for social justice and sustainability.

STUDENT ENROLMENT, PROFILE AND PERFORMANCE

The Faculty was somewhat under-enrolled in 2018, with a total headcount of 1 362 students, a slight drop on 2017's headcount of 1 366. Given that the Faculty's programmes and qualifications mix (PQM) has shifted over the past five years to a majority of degree programmes, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 799 (up from 700 in 2017), and a concomitant decrease in undergraduate diploma headcount of 357 (down from 471 in 2017). The total undergraduate headcount in 2018 was 1 156 (down from 1 171 in 2017).

In keeping with the strategic emphasis on growing our postgraduate programmes, there was an increase in the headcount of students in master's programmes in the Faculty, from 146 in 2017 to 158 in 2018. Master's students from other institutions counted for 17,7% of the enrolment, a drop from 23,3% in 2017. Despite meeting its international admissions target, there was a drop in international student headcount from 73 students in 2017 to 66 in 2018. This is due largely to difficulties encountered by applicants in procuring the necessary visas. The headcount of honours students also dropped from 36 students in 2017 to 30 in 2018. Doctoral enrolment increased from nine students in 2017 to 11 in 2018. The enrolment of seven occasional students (undergraduate international exchange students) made up the final headcount of 1 362.



The academic performance of students in the Faculty remained relatively stable in 2018, with an overall positive success rate of 89,4%, compared with 88,3% in 2017. Overall dropout rates, which have been an ongoing source of concern, dropped to 14,9% from 15,8% in 2017. Although this is an increase on the record low of 13,5% in 2016, it still represents an improvement on the average dropout rate of 23,3% in the three years preceding 2016.

Total graduation output declined from 449 in 2017 to 422 in 2018. The graduation rate of master's students, which had more than doubled in 2016, stabilised with a marginal drop from 53 graduates in 2017 to 49 graduates in 2018. These outputs equate to a graduation rate of 31% overall (compared with 32,9% in 2017). The postgraduate graduation rate was 35,7% in 2018, down from 44% in 2017.

The Faculty continued to provide support to its students through ongoing initiatives such as: the First Year Seminar; an extended system of tutors for first-year students; special assistance to at-risk students; the First Year Experience (FYE) and Senior Student Experience (SSE) programmes; and on-site writing tutors. Tutoring was successfully augmented by the deployment of additional tutors funded by the MEC strategic fund, as well as by the continued deployment of assistant lecturers in the Departments of Architecture, Industrial Design, and Fine Arts. The Fashion Department once again hosted a winter school that focused on creative problem-solving skills, as well as critical cross outcomes, such as time management. The Department of Architecture also ran a week-long winter school, which focused on mentoring students on preparing their entries for the national PG Bison competition. Where necessary, students in the Faculty were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre.

Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary third-year project, formerly entitled Green Design Week, but in 2017 renamed the Tlhakantsha Week project. *Tlhakantsha* ('to make, to put together') is a term that was coined to describe the participatory nature of making, working and living towards a more equitable and ethical shared urban future. During the course of the week, third-year students from all the FADA departments collaborated in designing a solution that could enhance the positive aspects that difference and diversity have to offer to campus life.

Following the success of the interdisciplinary theatre project first held in 2017, second-year students collaborated on designing the production of UJ Arts & Culture's play, *Metamorphosis*. Once again, the collaboration extended beyond FADA to include performance design expert, Prof Sarah Roberts from Wits University, who consulted with the students on the particular requirements of designing for the theatre. Students were rewarded by seeing the winning designs being implemented for the production, which was staged at the UJ Theatre, and which will tour to the Grahamstown National Festival of the Arts in 2019.

The Faculty also hosted an ongoing schedule of lectures and presentations in the departments by both members of staff and guest speakers from industry and academia, aimed at exposing students to wider socioeconomic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year through the many awards and prizes they continued to garner in competitions. Some of the competitions in which FADA students participated and won awards in 2018 included the following:

Students from the Graduate School of Architecture (GSA) were represented at several international competitions, including the RIBA President's Medals (London, UK); ArchiPRiX International (Santiago, Chile); ArchMarathon (Milan, Italy); World Architecture Festival (Amsterdam, the Netherlands); Venice Biennale (Venice, Italy); Serpentine Art & Architecture Fair (London, UK); Graham Foundation (Chicago, USA); Barilla Pavilion International Competition (Parma, Italy); and the African Architecture Awards (Paris, France).

The Architecture BTech Applied Design class participated in the national stage of the ISOVER International Architecture Student Competition and were selected to represent South Africa as two teams at the international stage in Madrid. Anja Popara, a third-year student in the Department of Architecture, was shortlisted as a finalist for the 2018 SASSDA (South African Stainless Steel Association) Columbus Stainless Steel Awards and was first runner-up in the Student Awards category.

Students from the Department of Graphic Design scooped prestigious awards such as the Loeries, with Ronel Irvine winning a gold medal, and Amber Albrecht and Megan Shaw winning silver medals. In the 2018 Assegai Awards, Azraa Cassim and Larissa Evans won gold. Ronel Irvine also won a gold medal in the AMASA Ignite Awards, and Jamie Calf received a highly commended award. In the WorldStar Student Award 2018 Certificate, Ronel Irwin was awarded a certificate of merit, with the distinction of being one of the top thirteen winners globally. Even though third-year students rarely qualify for the top ten at the Behance Portfolio Review, third-year student, Thami Gwafa, took first place for best student portfolio.

The work of Industrial Design students was exhibited at the Homemakers Expo Industrial Design Challenge, with students, Leanne Moore, Ole Mathibe, and Dennis Xavier, each winning a selection of tools. In the ARMSA Student Design Award, Gregory Havenga took first place, with third place going to Grant Tinney and commendations to Anthony Abbots and Natalie Selibas.

Three second-year students, Loubser Meyer, Natalie Selibas and Lindokuhle Sondzaba, were awarded first, second and third prizes, respectively, in the T3 Plastics Competition. Mseni Khanyile, Migael Kapperer and Orabile Mogotsi took first, second and third in the Granadilla Swim Shorts design, respectively, designing a graphic print/pattern for the local swimwear brand. First-year student, Aiden Fleetwood, won the 16th UJ International Festival Poster Competition, and will be representing UJ on a ten-day excursion to Germany on the Tübingen South Africa programme.

Third-year Interior Design students participated in two national design competitions, namely the PG Bison 1.618 Education Initiative and the Caesarstone Student Designer Competition. Christine Ueckermann was selected as one of the top nine Caesarstone Student Designers and attended the award ceremony in Cape Town.

Jewellery students, Phistos Maela and Oarabile Monnahela, took first and second place, respectively, in the annual Thuthuka Achievement, while Lerato Maisela was awarded the Thuthuka Emerging Talent Award. Ntsikilelo Shange received a merit award bursary covering his fees, accommodation and an allowance from Mintek. Three jewellery students were finalists in the PPC Imaginarium Competition.

Ayobola Kekere-Ekun, a PhD student in the NRF SARCHI Centre, was one of 20 artists selected by the Dean Collection in the United States to receive a \$5 000 St(art) Up Grant to support the development of her artistic practice. Postdoctoral Fellow in the Centre, Dr Irene Bronner, received a Postdoctoral Research Fellows' Excellence Award from the University.

Top-performing students who earned a place on the Dean's Merit List were celebrated at a gala dinner. The Dean's Award at the end-of-year exhibition was won by Joshua Lew, an honours student in Multimedia.

Students' interests were addressed in Departmental Representatives' meetings. The Bunting Road SRC also made a commitment to increased visibility and student engagement in FADA, which was helped by the presence of FADA students as members of the SRC.

ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS

During 2018, decolonisation, transformation and the notion of art and design for social change remained key curricular issues and enjoyed priority in all departments. The University's revised strategy in terms of the Fourth Industrial Revolution (4IR) also informed various innovations and curricular interventions. For example, Mr Denver Hendricks, HOD of Architecture, is leading an initiative to install a new collaborative research and experimentation-focused fabrication lab positioned within the 4IR framework. Once fully functional, the Fab Lab will go a long way to mitigating the problems caused by lack of universal workshop access in the Faculty, as well as encouraging inter- and cross-disciplinary engagement among students, focused on learning through making, and engaging with new technologies of making.

Both the GSA and the Department of Architecture were reviewed by the South African Council for the Architectural Profession (SACAP), and both programmes were given full and unconditional validation. The Department of Architecture was commended for the great strides it has made in transformation and decolonisation while delivering high contact time with diverse lecturers using critical approaches to the curriculum. The panel also

commended the Department on its high throughput rate, particularly considering that the Department runs both a degree and diploma programme. Recommendations included the need to develop infrastructure and resources to deliver the programmes, and to increase access hours to studios. The GSA was commended for the dynamic pedagogical model represented by the Unit System, and for the fact that it has the highest proportion of black students of any master's programme in the country. It noted further that the key success of the Unit System has been "the creation of space for black students to find their voice and express their architectural identity through their research and design work, an important step against the backdrop of the agenda for the decolonisation of higher education". SACAP's recommendations for both the Department of Architecture and the GSA are being addressed in their respective strategic plans.

Mechanisms to ensure the relevance of curricular content in module offerings and programmes in other departments in the Faculty were: teaching collaborations with industry; the ongoing revision of modules within departments; engagement with international benchmarks and precedents; and the ongoing completion of teaching and module evaluations conducted by the Centre for Academic Staff Development (CASD).

In keeping with the University-wide emphasis on promoting the use of hand-held technology for teaching and learning, the Faculty continued to promote the use of technology in all departments. This was supported by the increased use of e-books and other electronic resources, as well as the increased implementation of Blackboard usage in the Faculty.

Three new programmes were submitted for approval. The proposed Advanced Diploma in Design and an Advanced Diploma in Architecture will enable articulation for diploma graduates into honours after the phasing out of the BTech. Following the successful submission of the BA Honours in Art Therapy, the MA Art Therapy was submitted for approval. A short learning programme, entitled Dynamic Communication: Public Speaking and Presentation Skills, was submitted by UJ Arts & Culture and approved by the Executive Committee of Senate.

Under the guidance of Mr Brenden Gray, the Faculty's community of practice on teaching and learning, STAND (Scholarly Teaching and Art, Architecture and Design), continued to host seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. Furthermore, STAND also supported the Faculty's engagement with the University's FYE and Senior Student Experience (SSE) initiatives, as well as leading various initiatives relating to promoting best practice in teaching and decolonising of the curriculum. These included a seminar, entitled 'The Freire Session', organised to celebrate the 50th anniversary of Paulo Freire's Pedagogy of the Oppressed. The aim was to ascertain the relevance of Freire's work in relation to #FeesMustFall and the problematics in contemporary critical art, design and architecture education.

In September, the Visual Identities in Art & Design (VIAD) Research Centre and STAND facilitated a presentation and conversation with Prof Antonia Darder (Loyola Marymount University) on questions of critical pedagogy in arts and design education, located within the context of current projects and dialogues in the city. The event was very popular with the venue at UJ Arts Centre filled to capacity.

RESEARCH AND CREATIVE PRODUCTION

Preliminary (unaudited) figures indicate that the Faculty once again set a new record for research output in 2018, producing 79 DHET subsidy units (an increase on the record 75 units produced in 2017).

Table 31: FADA research units submitted to DHET for accreditation 2012-2018, showing percentage of contributions to international journals

Year	2012	2013	2014	2015	2016	2017	2018
Total outputs	33.53	45.74	34.02	50.75	35.08	75.0	79.0
% International articles	32%	29%	26%	70%	45,9%	60,6%	66%

The 2018 submissions comprised 19.0 units from journal articles (from 26.4 in 2017) and 6.5 conference proceeding units (from 7.5 in 2017). There was a substantial increase in book and book chapter units, with 39.0 units from book

submissions (from 26.0 in 2017), and 14.25 units from book chapter submissions (from 17.5 in 2017). Although publication in international journals increased to 66% in 2018 from 60,6% in 2017, this was still somewhat lower than the record of 70% achieved in 2015. The number of Scopus-listed publications was 12. There was also an increase in the number of research-active staff in the Faculty.

The number of NRF-rated staff remained stable at eight. The rated researchers in the Faculty are Prof Kim Berman (C2), Prof Leora Farber (C2), Prof Federico Freschi (C1), Prof Caroline Kihato (C2), Prof Anitra Nettleton (B1), Mr Alexander Oppen (C2), Prof Brenda Schmahmann (B2), and Prof Karen von Veh (C2).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority among the artists, designers and architects on the academic staff. Eight projects for the recognition of creative work as research underwent a peer review process, with six being approved for subsidy by the URC ad hoc committee. A total of 14.5 creative units were allocated for the qualifying projects.

As detailed in the departmental reports, in addition to these creative work projects, members of staff participated in numerous solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally and completed several design projects.

DSD DESIS Lab

The Design Society Development (DSD) DESIS Lab is a multidisciplinary community of practice that seeks to better understand how design can best serve the emerging needs of broader society, specifically in the face of staggering inequality and rapid change in Gauteng. The Lab promotes undertaking design research projects through participatory, and preferably multi-stakeholder, human-centred methodologies in order to bring about appropriately considered change.

In 2018, the DSD DESIS Lab met for seven seminar/workshops sessions and one special panel debate. These sessions involved a collection of diverse speakers that ranged from postgraduate students to professors. It was also active in several international and collaborative projects, including continued participation in an Erasmus+ teaching exchange programme. In April, Dr Beatrice de Carli and Dr Nishat Awan (School of Architecture, University of Sheffield) visited FADA where they participated in a series of workshops and gave a number of lectures and presentations across the Faculty. In May, FADA staff members, Angus Campbell, Terence Fenn and Jhono Bennett, made a reciprocal visit to the University of Sheffield.

The Lab is also the South African partner on a Leverhulme Trust Grant entitled 'Scaling up participation in urban planning'. Hosted by the Global Development Institute at Manchester University, the aim of the grant is to facilitate the set-up of a network to develop the knowledge required to move from participatory community-led neighbourhood planning to city-scale planning processes. In 2018, the grant facilitated the inclusion of several grassroots development practitioners who joined the GSA's Alternative Practice Module.

In 2018, the DSD DESIS Lab once again facilitated the planning and teaching of the second Tlhakantsha Week collaborative project for all third-year students.

NRF SARCHI CHAIR IN SOUTH AFRICAN ART AND VISUAL CULTURE

The key public event held at the SARCHI premises was an international conference entitled 'Mistress-Pieces: Iconic artworks by feminists and gender activists'. Conference participants identified and explored a range of works produced since the 1970s by feminists and gender activists, which might be regarded as iconic in the sense that they have proved influential in particular contexts because of their relevance and distinctiveness. The topic was grounded in the understanding that the forms that art by feminists or LGBTQI activists may have assumed, and their overall impact, differ from one geographical context to another. By offering this perspective, the conference enhanced recognition of not only commonalities but also contrasts between different manifestations of gender politics in the visual arts.

A number of the international delegates were invited on the strength of Prof Schmahmann's previous collaborations and networking. Several postgraduate students and fellows associated with the SARCHI Chair attended the conference, and postdoctoral fellow, Irene Bronner, and PhD student, Roxy Do Rego, presented papers.

PhD student, Ayobola Kekere-Ekun, gave an artist's talk on her work. Prof Schmähmann, SARCHI Chair, plans to edit a book of essays derived from the excellent papers offered at the conference.

Other public events included guest seminar presentations by international academics, public exhibitions and book launches. The international guest lecturers included: Christa Clarke (Senior Curator, Arts of Global Africa at the Newark Museum and Hutchins Fellow at the W.E.B. Du Bois Research Institute); Nicholas Mirzoeff (Professor of Media, Culture and Communication at New York University); Bryan Trabold (Associate Professor and departmental chair of English at Suffolk University in Boston, Massachusetts); Oana-Marie Nae (Lecturer at the George Enescu National University of Arts, Romania); and Jessica Hemmings (Professor of Crafts and Vice-Prefect of Research at the Academy of Design and Crafts, University of Gothenburg, Sweden).

Exhibitions included Sue Pam-Grant's solo exhibition of line drawings and etchings, 'Dogscapes', and 'Behind the Warp: Women and weaving at Rorke's Drift', curated by SARCHI doctoral candidate, Philippa Hobbs, and Jenny Marsden. This exhibition was drawn from the Power, Gender and Community Art Archive, a collaboration between UJ Library Special Collections and the SARCHI Chair. The final exhibition for 2018 was Hilary Keegan's solo exhibition entitled '[Re]Constructing profane womanhood', a series of paintings produced in partial fulfilment of her MTech. In February, the Centre hosted the launch of FADA Visual Arts Prof Kim Berman's book, *Finding Voice: An Arts Approach to Engaging Social Change* (University of Michigan Press, 2017). These events were additional to the Friday afternoon seminars run at the SARCHI Centre, which provide postdoctoral fellows and postgraduates an opportunity to test their work, and which are available to staff members in FADA. Access to all events at SARCHI conferences is also automatic and fully subsidised for postgraduates receiving scholarships from the Chair, or whose studies the Chair supervises.

The first of two themed issues of *De Arte*, developed from papers delivered at the conference 'Troubling Histories: Public Art and Prejudice' held at the SARCHI Chair in 2017, was published in 2018. The publication represented a continuation of a collaboration with Prof Kim Miller (Wheaton College) on issues of memory and public art. The second themed issue, also drawn from the conference, is due for publication in 2019.

Visual Identities in Art and Design (VIAD) Research Centre

VIAD performed exceptionally well in 2018 with regard to research outputs, producing a record number of 52.5 units. Many of these outputs are sole-authored books.

VIAD's core exhibition for 2018, 'Black Chronicles IV', was a landmark show. Hosted in the FADA Gallery, it featured a selection of photographs, which had not previously been shown on the continent, taken in photographic studios in Britain prior to 1938. It also included selected images from leading scholar and civil rights activist W.E.B. du Bois's collection of photographs, which he presented as 'The American Negro Exhibit' at the 1900 Paris Exposition. Previous iterations of 'Black Chronicles' have been exhibited in such distinguished international venues as Rivington Place Gallery; the London National Portrait Gallery; the Spelman College Museum of Fine Art in Atlanta, Georgia; and the Ethelbert Cooper Gallery in Cambridge, Massachusetts.

A key output of the conference is a special edition of the journal, *Critical Arts*, edited by VIAD. Another key success of the project was the conference 'Curatorial Care', which was hosted parallel with the exhibition, and which aimed to forge dialogue and networking in the field of archival research and decolonial curatorship. The conference offered a space in which to explore a diverse range of epistemologies, methodologies and knowledges in relation to curatorial practice; to acknowledge and promote African creativity, agency, and value systems as these play out in the curatorial arena; to foreground African scholars, curators and practitioners as key knowledge bearers contributing to global scholarship; and to identify and engage with curatorial processes from Africa and the Africa diaspora. In so doing, the project served to strengthen VIAD's (and by extension, UJ's) national and international reputation as a Pan-African centre of critical intellectual inquiry through extensive scholarship, collaboration and exchange.

The project was also important in that it facilitated the development and consolidation of partnerships between VIAD and selected prestigious international academic institutions, arts and archival organisations, galleries, museums, foundations and collections, and collaborations, and initiated new partnerships with potential local and international funders. The exhibition was exceptionally well received by members of the public, staff and students

from FADA (and more broadly, UJ), and other Gauteng-based institutions. It received extensive media coverage, and attracted record numbers of visitors to the FADA gallery, averaging approximately 50 people per day.

During 2018, VIAD published two further exhibition catalogues (containing a selection of images and a scholarly essay). These are *Priya Ramrakha: Imaging Independence, 1959-1996: A Pan-African Perspective*, curated by Erin Haney and Shravan Vidyarthi (2017), and *The Arrivants and The Front Room, 'Inna Jo'burg'* (2016). Work continued on an e-book, *Critical Pedagogies in South African Visual Culture*, to be published in 2019. This is a collaboration between STAND (Scholarship of Teaching and Learning in Art and Design) and VIAD. The publication is to be open access, with all costs of production and publication having been covered by VIAD. Extensive mentoring on articles was provided by VIAD for FADA staff who contributed to the publication.

VIAD continued to build international partnerships and collaborations during 2018, including a potentially long-term partnership with Autograph ABP, London. The African Choir component of the Black Chronicles IV exhibition allowed for a fruitful collaboration between VIAD and South African composers, Philip Miller and Thuthuka Sibisi. Given its international currency, the Black Chronicles IV project has enabled VIAD to establish links with new funding partners, such as the American Embassy, the British Council (South Africa), the Goethe Institute and Pro-Helvetia (South Africa).

In 2018, VIAD continued its collaboration with the Gay and Lesbian Archives (GALA) on a series of group sessions, entitled the Lesser Violence Reading Group. Over the course of four sessions, approximately 15 participants were guided through readings that cover the broad subjects of gender, sexuality, violence and visibility, with an emphasis on performance. In June, VIAD hosted the Atlantic Slave Trade and AFRICA workshop, which forms part of an ongoing series of collaborations with the Center for the Study of Slavery and Justice at Brown University.

INTERNATIONALISATION

During the course of 2018, the Faculty once again received several international researchers, academics and guest lecturers from institutions in Africa, Asia, Australia, Europe and the United States. In addition to the international conferences and exhibitions hosted at the research centres as noted above, the GSA's acclaimed international lecture series, sponsored by the architectural firm, Boogertman & Partners, brought 18 local and international speakers to FADA. The bi-weekly lectures have become an important feature on the city's architectural scene. The GSA also hosted its important annual International Critics Week in September 2018, which saw 27 local and international visitors reviewing the work of all six units at GSA MOAD, Maboneng.

Dr Alona Martinez Perez from De Montfort University, Leicester, ran a series of research workshops for staff in the Department of Architecture, and contributed to design workshops for students. The Contemporary Jewellery Forum, hosted by the Jewellery Department, included a public keynote lecture by renowned international craft historian, Dr Kevin Murray, from the Royal Melbourne Institute of Technology. The Multimedia Department hosted Prof Julian Hanich from the University of Groningen in the Netherlands, who gave a public lecture. Prof Grant Parker, Chair of Classics at Stanford University, gave a public lecture as part of the exhibition, 'Recast: Recontextualising the Classical Sculptures in the UJ Collection', curated by Prof Federico Freschi and held in the FADA Atrium.

In addition to participation in international conferences, as noted above, there was increased outbound staff mobility during 2018. The GSA's Prof Lesley Lokko gave a total of 16 international lectures, jury appearances and keynote talks, including the Caribbean Urban Forum, Chicago Council for Global Affairs, Bartlett School of Architecture, World Architecture Festival and Urban Age Conference, Addis Ababa. Mr Thresh Govender (GSA Unit 14) was a winner at the World Architecture Festival in Amsterdam. Architecture lecturer, Absalom Jabu Makhubu, was selected to participate in a US Embassy funded cities programme, which saw him travel to four American cities over a three-week period early in the year. Architecture HOD, Denver Hendricks, was invited to the New York Institute of Technology to deliver a lecture. Tebogo Ramatlo, an assistant lecturer in Architecture, was invited to Ayacucho in Peru for a sustainable design workshop hosted by the Science Ayacucho University (UNSCH). Angus Campbell (HOD Industrial Design), Terence Fenn (Multimedia) and Jhono Bennett (DSD DESIS Lab researcher) visited the University of Sheffield where they participated in a number of workshops, teaching activities and planning meetings.

Prof Amanda Breytenbach, Vice-Dean and HOD of Interior Design, was part of a UJ delegation that visited the Nanjing Technological University in China, exploring possible collaboration projects and staff and student exchange opportunities. From Fine Arts, Shonisani Netshia and Gordon Froud were invited to give artist's talks at the Royal Academy of Fine Arts Antwerp in Belgium, and Vedant Nanackchand was invited to the international October School at the Shiv Nadar University, New Delhi. Executive Dean, Prof Federico Freschi, was invited to participate in a review panel at the University of Umeå in Sweden, and to continue working on a collaborative research project at Stanford University.

Outbound student exchange also increased in 2018. Students from the GSA continued to win awards and showcase their work internationally. GSA students' international visits included the Global Youth Forum, South Korea; Confluence Summer School, Lyon, France; Kampala; Uganda; and Réunion Island. Denver Hendricks (HOD Architecture) initiated a student exchange programme with École Boulle in Paris, funded by the Embassy of France in South Africa, which allowed students, Steffen Fischer and Heidi Lu, from the GSA to participate in a series of workshops. BTech Fine Art student, Alexa Pienaar, and MA Design student, Ebrahim Ayesb, attended the October School Delhi 2018 workshop at Shiv Nadar University, India. The event was a convergence of students and facilitators from universities in Africa, Asia and Europe to discuss and develop their research work. The Department of Industrial Design continued to host and to send students to Germany through a DAAD-funded exchange programme with the Department of Industrial Design at OTH, Regensburg. The exchange programme is for a three-year exchange programme, which started in the second semester of 2017 with three reciprocally exchanged students per semester, and opportunities for staff exchange.

In addition, there were a number of national collaborations with a variety of national institutions, including the University of the Witwatersrand, the University of Pretoria, the University of Cape Town, the University of Stellenbosch, the Tshwane University of Technology, the Central University of Technology, and the Cape Peninsula University of Technology. Faculty staff at all levels were well represented on national and international professional forums and served the national academic community in the capacity of assessors, moderators and external examiners.

COMMUNITY ENGAGEMENT

Working with communities is core to understanding the complexity of our local contexts. The principles of community service and good citizenship thus remain an integral part of the Faculty's teaching programmes. As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2018, as well as being encouraged to work on multidisciplinary projects with a community focus.

Third-year Architecture students undertook to design and build a soup kitchen in Kanana Park near Orange Farm, south of Johannesburg. An Architecture design studio, led by part-time lecturer Afua Wilcox, worked on designs to improve the lives of the community at Josanna Court, Bertrams, through a focus on sustainable living and waterproofing. Architecture, Industrial Design and Visual Arts students continued a collaboration with two distinguished alumni, Ms Lerato Shadi (Visual Art, Dignitas award winner 2016) and Kgosi Seatlholo, (Paramount Chief and UJ alumnus in Lotlhakane, North West province), around the Shadi family's NGO, Lebogang Thuso Kopano (LTK). This is a long-term community-engagement project (2017-2021), which, together with the local community, will co-design and co-build a home-based communal care centre at Lotlhakane.

Prof Thea Tselepis (HOD Fashion Design) and Mrs Joyce Sibeko from the College of Business and Economics (CBE) involved BTech Fashion Design students in the 'Stitch' community sewing entrepreneurship project. The students collaborated with members of the Stitch community on a fashion show. Throughout their undergraduate experience, students work with and for communities, community organisations and clients, often working with a partner and collaborating with their peers in addressing specific community needs.

The Graphic Design Department partnered again with the Centre for Education Rights and Transformation (CERT) on a project entitled 'Design with and for local communities'. Students working with a senior researcher at CERT identified design problems, together with community organisations and activists in Westbury.

Interior Design students undertook a building analysis of the Little Eden Society charity shop in Edenvale and presented solutions to the client. Industrial Design students worked in partnership with the Reaboka Foundation,

which promotes the economic empowerment of South African women in rural areas. Through site visits and engagement with the craftswomen represented by the organisation, the students developed a range of products that could lead to furthering the potential marketability of Reaboka's products.

Jewellery students once again designed jewellery pieces for the Women in Community Engagement Empowerment Project (WiCEEP). The Jewellery Department and the FADA Gallery once again hosted the Thuthuka Jewellery Awards, which creates opportunities for community jewellery schools to showcase their talent. The Department also supports this programme through offering mentorship, transport and refreshments to the participants. The Multimedia Department's ongoing Social Impact Design projects see students collaborating with communities in which they live. The projects involve designing digital and social media platforms that assist not-for-profit entities and start-ups to reach their target markets.

The Visual Art Department, in association with Total South Africa and the Department of Education, Gauteng province (Johannesburg Central District), collaborated on an art education project with Grade 6 learners from selected Soweto schools. Over a period of five months, ten third-year and BTech Fine Art students presented a variety of art exercises to learners in environments where art education is virtually non-existent.

The FADA HIV/AIDS Curriculum Integration research project continued in 2018, with FADA departments engaged in finding appropriate means by which aspects of HIV/AIDS education could be infused in their curricula.

As regards student recruitment initiatives, FADA representatives at school visits succeeded both in providing information and career counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. In addition, industry stakeholders were invited to student exhibitions, and to other events throughout the year.

All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks.

UJ Arts & Culture

In 2018, a number of Arts & Culture's programmes and projects won international and local awards. The Division also extended its national and international partnerships, while continuing to provide opportunities for UJ students to engage with arts and culture-related activities. Through the Arts Academy, 416 students participated in a variety of events, including two choirs, a jazz band, theatre productions, poetry, African drumming and drama and dance classes. Additionally, a robust artistic programme, targeted at students and the community, included local and international drama and dance productions, comedy shows, music concerts, arts and culture festivals and art exhibitions. Arts & Culture also hosted external and University events on the Auckland Park and Bunting Road campuses.

During 2018, 108 different events were hosted at the two theatres. Of these events, 26,85% were presented by external clients, 23,15% by other University departments, 14,82% by Arts & Culture partners (which include other University departments) and 35,19% of the events were presented by Arts & Culture. Footfall for both venues reached 30 183 during 2018, while on- and off-campus events presented by the Division attracted attendance of 52 322 students, staff and members of the public. Arts & Culture made great advances in increasing its integration into the Faculty of Art, Design and Architecture and the broader University through meaningful partnerships that supported curriculum based teaching and learning (not least, the multidisciplinary *Metamorphosis* project referred to above), research and the development of a short learning programme.

In 2018, the 66-member UJ Choir once again proved its reputation as one of the best university choirs in the world, taking gold in two categories at the World Choir Games, namely in the Mixed Choirs category (Western Music repertoire), and in Folk Music a Cappella. In addition to performing at 18 graduation ceremonies, the UJ Choir performed alongside the renowned chamber choir, Akustika, in preparation for the World Choir Games, undertook a number of local concerts, had a successful tour to China and ended off the year with the customary Celebration and Dean's concerts.

Other music opportunities offered include the 54-member community choir, UniJoh Chorale, as well as a 30-member jazz band, both based on the Soweto Campus. UniJoh Chorale scooped up four awards at the SATICA Choral Music

Eisteddfod in 2018, while the jazz band received rave reviews for their collaboration with Tlale Makhene during the UJ Weekend of Jazz. Based on the Doornfontein Campus, the Arts Academy African Drumming Group, consisting of 11 members, performed alongside other students during the UJ Youth Arts Festival, which serves as a platform for Arts Academy students to showcase their talents developed throughout the year.

Arts & Culture's student production, *Choir Boy*, won a Standard Bank Ovation Award at the National Arts Festival and was named Best Student Production by the South African Theatre Magazine Awards after being performed at RedFest and the Wits 969 festivals. Weekly poetry sessions, attracting participation of 81 students across all campuses, culminated in the week-long *Izimbongi Poetry Festival*. In 2018, the multidisciplinary talent competition, *UJ Can You*, was themed *Africa Reimagined*, and saw 36 students chosen from 98 hopefuls to attend an intensive boot camp. The top 18 ultimately performed during the final round adjudicated by an independent panel of professionals.

Of the 416 students who joined the Arts Academy at the beginning of 2018, 204 qualified for cultural bursaries, which is dependent on strict attendance and participation criteria.

The first edition of the multidisciplinary collaboration with FADA students, *African Gothic*, enjoyed a full professional run as part of the main programme at the National Arts Festival followed by a run at the Joburg Theatre. The production scooped up nine Broadwayworld South Africa awards, with all the students' design work being acknowledged.

Arts & Culture collaborated with the Faculty of Education on its coursework for the foundation phase Arts Education students and provided acting coaches and directors to assist students with developing ten-minute plays for their final examinations. Arts & Culture's curator presented six lectures to the FADA BTEch students on practical curatorship. During 2018, two PhD scholars, Thandiwe Lerato Sekhibane (PhD Education) and Farieda Nazier (PhD FADA), were in residence at Arts & Culture. Both were based at the Dance Studio adjacent to the Con Cowan Theatre on Bunting Road Campus.

The UJ Art Gallery, in collaboration with FADA, Absa and the South African National Association for the Visual Arts (SANAVA), presented a colloquium, entitled 'Art in the Time of Africa', with two international and four local speakers. The Gallery also presented a diverse programme, including eight exhibitions, 20 lectures and walkabouts and three workshops. Of the eight temporary exhibitions presented by Arts & Culture, three were fully funded by corporate sponsors.

Additional music concerts presented by Arts & Culture included the launch of its refurbished Steinway Concert Grand Piano. Two South African Steinway artists, Christopher Duigan and Charl du Plessis, were joined by the outstanding young pianist, Sulayman Human, as well as legendary jazz pianist, Darius Brubeck. In partnership with Pro Helvetia, Arts & Culture also presented a concert by the award-winning Swiss jazz sextet, *Hildegard Lernt Fliegen*.

FADA Gallery

The FADA Gallery hosted six art and design exhibitions during 2018, including the very successful 'Black Chronicles IV' in association with VIAD, as discussed above. The 'white cube' of the gallery was totally transformed by black paint, on which the life-size photographs and complementing vinyl grey text were displayed. This visual experience was enhanced by a surround sound system. The experience set the benchmark for future exhibitions.

Other noteworthy exhibitions included the South African Contemporary Jewellery Awards Exhibition, and the Biennial FADA Alumni Exhibition, honouring Dr Carol Hofmeyr, the founder of the Keiskamma Art Project Trust. This exhibition featured major works from the Keiskamma Art Project that have been exhibited nationally and internationally in major centres and in important cathedrals. Works included the *Democracy Tapestries* (2004), Wits Art Museum Art Collection (WAM), the *Marriage of Nolulama and Luthando* (2006), Keiskamma Trust Art Collection, the *Rose Altarpiece* (2006), Nelson Mandela Metropolitan Art Museum Collection, *Keiskamma Guernica* (2007), the *Creation Altarpiece* (2007), the Unisa Art Gallery Collection as well as various art works by Dr Hofmeyr herself.

The Jewellery Awards Exhibition was hosted in collaboration with media partner *CREATIVE Feel* magazine. The exhibition showcased 56 art jewellery pieces in a broad range of materials, techniques and finishes. The winning

pieces and finalists were exhibited alongside the 2017/2018 Thuthuka Jewellery Awards Exhibition, which has been hosted by the FADA Gallery for the past decade. This presented a unique opportunity for young and aspiring jewellers to engage with the masterfully crafted conceptual art jewellery pieces produced by renowned South African art jewellers.

The Gallery, in collaboration with the Johannesburg Junior Council (JCC), once again hosted the annual 2018 JJC Art and Design Awards Exhibition, directed at senior high school pupils, and enabling them to showcase their work in a public gallery space. The awards exhibition, now in its tenth year, promotes the value-adding experience of art education in secondary schools in a digital and information age.

RESOURCE MANAGEMENT

In 2018, the Faculty had a total of 90 permanent and full-time contract members of staff. In addition to the Executive Dean, this comprised 58 academic staff and 31 administrative and support staff. The academic staff comprised four assistant lecturers, 27 lecturers, 18 senior lecturers, five associate professors and four professors (excluding the Dean). The number of professors increased by two with the promotions of Profs Kim Berman and Lesley Lokko from associate to full professor. No new academic appointments were made and there were no resignations.

Of the academic staff, 36,2% were from designated groups and 6,7% were foreign nationals. Seventy-seven per cent of the administrative and support staff members were from designated groups, and the Faculty Management Committee comprised 50% designated and 50% non-designated members.

Dr Marlize (Lizè) Groenewald, Senior Lecturer in Graphic Design, and Prof Christo Vosloo (Associate Professor GSA) were both awarded their PhDs from the University of Pretoria. This brings the number of staff members with doctorates (including the Dean) to 16.

Staff training and development focused on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, scholarship of teaching and learning, and leadership development. Academic staff members across all levels were nominated for the Accelerated Academic Mentoring Programme overseen by the Senior Director of the Division for Academic Planning, Quality Promotion and Academic Staff Development. A diversified strategy aimed at developing different areas of research competence among academic staff was actively promoted to address the need to grow research capacity and output.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Building and facilities maintenance was ensured by means of meetings with, and the ongoing reporting of matters requiring attention to, the Office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the use of recycling bins and the continued drive towards paperless meeting environments throughout the Faculty. The Faculty managed its financial expenditure within budget.

GOVERNANCE AND QUALITY ASSURANCE

All departments continued to have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued devoting a great deal of time to ensure that all new academic offerings meet requisite standards. The APQC also dealt successfully with the review of student re-admissions, F7 exclusions, and recommendations for granting credits and status, before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

As noted in the introduction, the South African Council for the Architectural Profession reviewed the undergraduate and postgraduate programmes in architecture, and gave full and unconditional validation to both.

Student and academic data continued to be well managed, and Academic Administration maintained its excellent record under the headship of Ms Neeradevi Chinnah and her team of administrators. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The risk register was updated as required. Appropriate actions were taken, where possible, to mitigate these risks. The Faculty experienced an increase in incidents of theft of both portable electronic equipment from locked office spaces, and fixtures, such as air conditioning units. This led to the installation of security cameras and the general

upgrading of security service provision in the building. The upgrading of the HVAC system was largely completed during 2018, making a considerable positive change to the working environment. The GSA's newly refurbished studio spaces opened in the FADA building in 2018, but lack of access to a workshop for GSA students remains a major problem. A master plan for the redesign of the building to create additional capacity both for studio and workshop space, as well as increased staff office accommodation, has been drawn up and submitted to the Office of the Campus Director for approval.

LOOKING FORWARD

As regards enrolment and curriculum development, key priorities in 2019 include a focus on stabilising enrolment, particularly as regards the enrolment of postgraduate and international students. The Faculty will continue to support Prof Brenda Schmahmann's NRF SARCHI Chair in South African Art History and Visual Culture, and Prof Leora Farber's VIAD Research Centre, both of which are important players in continuing to develop and grow the Faculty's research culture. At the undergraduate level, we will be focusing on meeting enrolment targets and ensuring better throughput rates.

FADA remains committed to maintaining its strategic momentum in terms of curriculum development, research development, internationalisation, an enhanced student experience, community engagement, transformation and a significant public profile. Going forward, we will be looking for ways to increase inter- and multidisciplinary engagement across the Faculty and the University, while remaining responsive to the imperatives of decolonisation and the Fourth Industrial Revolution.

The continued integration of UJ Arts & Culture into the Faculty will enjoy specific focus in 2019, not least in terms of continuing the multidisciplinary theatre design project, which involves second-year students collaborating on the design of a UJ Arts & Culture theatre production. The longer-term vision is to see ultimately how this kind of project can be extended dynamically into postgraduate studies.

CONCLUSION

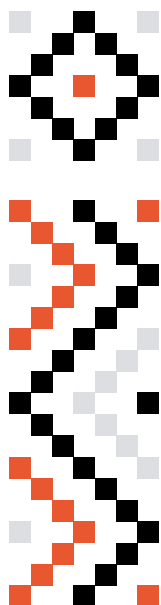
In the final analysis, 2018 saw an increased research output, increased postgraduate enrolment (particularly at doctoral level), a growth in international linkages and collaborations, a positive student experience and an increasingly enhanced public profile. While challenges remain – particularly relating to stabilising undergraduate success and throughput rates, transformation, staff qualifications and the provision of studio and workshop space for the growing demands of the Faculty – FADA is increasingly realising its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg and beyond. It remains a dynamic and active contributor to the University's global and excellence strategy.



Federico Freschi (Prof)

Executive Dean: Faculty of Art, Design and Architecture





Faculty of Education

STRATEGIC DIRECTION

The Faculty of Education strives towards dynamic knowledge making for the 21st century. This implies contextually grounded, future oriented and globally significant teaching and research. In other words, we strive towards knowledge making that addresses local education needs and issues; however, the imperative of global relevance also means that our work should be cutting edge and robust. The Faculty contends that teacher education and development should be steeped in local challenges, but should also aim to provide pre-service and in-service teachers with the tools to deal with the demands of a fast changing world, which is increasingly driven by technology.

In 2018, the Faculty of Education worked on gaining momentum with the implementation of the strategic plans of centres, departments and chairs. These were compiled in September 2017. Apart from divisional specific priorities, the plans addressed, *inter alia*: completion time of students in undergraduate degrees; third-stream income generation; throughput of postgraduate students; staff members who are not actively contributing to research; research output – volume and impact; the Faculty's footprint in the rest of Africa; the role of distinguished visiting professors in the Faculty; online and blended learning; teacher education for 21st century education – linked to the University's focus of preparing students for the demands of the Fourth Industrial Revolution (4IR).

OPERATING CONTEXT

Campuses

The Faculty offers academic programmes on two campuses, namely the Soweto Campus (SWC) and the Auckland Park Kingsway Campus (APK). The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road Campus (APB).

Soweto Campus

Three academic departments are housed on SWC, namely Educational Psychology, Education Leadership, and Management and Childhood Education. The Campus is also the home of the Centre for Education Practice Research (CEPR) and of two National Research Foundation (SARChI) Chairs, namely the Chair in Education and Care in Childhood, and the Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School.

The postgraduate educational psychology programmes offered on SWC attract large numbers of high calibre students. In addition to educational psychology, another prominent focus of this Department is special needs education with special reference to neurodevelopmental learning needs. The Department also has a strong footprint in the professional development of teachers, in relation to curriculum differentiation, scholastic assessment and remedial education.



The focus area of education in childhood is a particular strength of the Faculty. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The Funda Ujabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of childhood education. It is a public school, but also a site for training primary school teachers and an education laboratory. The CEPR has four main areas of work, which include research, journal publication, teacher development, and research capacity development. A 2018 addition to the childhood education focus area is the Centre for African Languages Teaching (CALT@UJ).

The Department of Education Leadership and Management offers postgraduate programmes on SWC. These programmes are particularly popular with school leaders (heads of departments, deputy principals and principals). This Department is also actively involved in the continuous professional development of school leaders.

The Auckland Park Kingsway Campus (APK)

Though the Departments of Educational Psychology and Education Leadership and Management are officially situated on SWC, these departments also have staff members on APK Campus. Two departments are fully situated on APK Campus, namely Education and Curriculum Studies, and Science and Technology Education. The focus of the undergraduate programmes on APK Campus is mainly secondary school teacher education. Postgraduate programmes straddle many areas of learning and research. Science Education and Information and Communication Technology in Education are strong programmes at this site.

Higher education as a field of study is also housed on APK Campus. The NRF Chair in Teaching and Learning in Post-school Education and Training and the Ali Mazrui Centre for Higher Education Studies operate from this campus. The research, training and networking agenda of this Centre is located within UJ's Pan-Africanist ambition.

Auckland Park Bunting Road Campus (APB)

The CERT is housed in the research village on APB Campus. The imperative of the CERT, as stated in its charter, is to "make a positive contribution to knowledge creation and social transformation" and to create synergy between scholarship, social action and community outreach.

Faculty governance and quality assurance

The Faculty of Education Leadership and Management Committee (FELMC), consisting of the Executive Dean, Vice-Deans, Heads of Departments and Head of Faculty Administration, met once every three weeks during 2018. The members of the FELMC in 2018 were: Prof Sarah Gravett (Executive Dean), Prof Juliet Perumal (Vice-Dean: Research and Internationalisation), Prof Nadine Petersen (Vice-Dean: Teaching and Learning), Dr Tumi Diale (Head of Department: Educational Psychology), Dr Suraiya Naicker (Head of Department: Education Leadership and Management), Dr Sarita Ramsaroop (Head of Department: Childhood Education), Prof Joseph Divala (Head of Department: Education and Curriculum Studies), Prof Umesh Ramnarain (Science and Technology Education), and Dr Gadija Petker (Head of Faculty Administration).

The main purpose of the FELMC is to provide leadership and management with regard to the execution of the Faculty's vision, values and strategy, as well as to oversee quality assurance measures.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks be coordinated cross-functionally. Consequently, Faculty focus groups and committees play an important role. The purpose of the focus groups is to oversee quality enhancement in matters related to teaching and learning, and particularly regarding the Faculty's initial teacher education (ITE) programmes. These programmes are offered cross-departmentally. The focus groups report to the Teaching and Learning Committee. In addition, the following committees were functional in 2018: Academic Ethics Committee, Research Funding Committee, Higher Degrees Committee, Teaching and Learning Committee, Transformation Committee, and Strategic Planning Committee.

STAFF PROFILE

In 2018, the Faculty had 78 full-time permanent academic staff members (including the Executive Dean) (76 in 2017). The number of administration and support staff was at 23 in 2018 (24 in 2017).

In 2018, 69% (n=50) of academic staff held doctoral degrees.

The profile in terms of level of appointment was as follows: 6 assistant lecturers (8%); 28 lecturers (36%); 18 senior lecturers (23%); 12 associate professors (15%); and 14 professors (18%).

The profile in terms of equity reporting for academic staff was 60% (n=47) designated (excluding white women) and 40% (n=25) non-designated, including international staff (n=6). The gender profile in 2018 was male: 43% (n=34) and female 57% (n=44).

The profile in terms of equity reporting for administration and support staff was 58% (n=16) designated (excluding white women) and 42% (n=7) non-designated. The gender profile in 2018 was male: 13% (n=3) and female 87% (n=20).

STUDENT PROFILE, STUDENT SUPPORT AND SUCCESS

Student profile

A total of 4 051 students were enrolled in 2018, of whom 3 117 were undergraduates (77%) and 934 postgraduate students (23%), compared to the 2017 enrolment of 3 138 (82%) undergraduates and 690 (18%) postgraduates.

Enrolments in the master's degree increased from 218 in 2017 to 476 in 2018. This increase was due to the introduction of two online master's qualifications. Doctoral degree numbers increased from 116 in 2017 to 137 in 2018.

First-time entering undergraduate degree enrolments were 644 in 2018 compared to 620 in 2017. Enrolments in the ITE programmes, namely the BEd and the PGCE decreased in 2018 (n=3 071) compared to 2017 (n=3 101). The decrease was planned to enable the Faculty to enrol students in its qualifications for professional development of in-service educators, which will be rolled out in the future.

In 2018, the student profile in terms of demographics was: black 81% (n=3 284); Coloured 5% (n=190); Indian 4% (n=170); white 8% (n=311); and international 2% (n=96), compared to the 2017 profile of black (82%); Coloured (4%); Indian (4%); white (8%); and international 2%.

Student performance and support to students

The academic performance of students was generally satisfactory. The course success rate for the BEd (four-year undergraduate degree) remained stable at 94% in 2017 and 93% in 2018.

A comprehensive tutor system supports students in the Faculty's ITE programmes. New innovations to the tutor system in 2018 included extensive training for tutors in the use of the learning management system, Blackboard, covering topics such as student communication, monitoring student performance through the Grade and Retention Centres, and offering general support for student online activities.

Two Blackboard communities were created for tutors to engage with each other online, access relevant documents and submit consultation sheets and reports. These tutor Blackboard communities, the *Tutor Lounge* on SWC (for BEd Foundation and Intermediate phase tutors) and the *Tutor Zone* (for the BEd Senior and FET phases on APK Campus), became the central hubs for tutor coordination. In addition, use was made of a WhatsApp group for tutors to push important information and to generate a speedy response to student issues. Another innovation was to conduct electronic tutor evaluations using Google Forms. This enabled more reliable access to electronic information/data, resulting in quicker analysis of challenges and prompting a faster response from the tutor coordinator and programme manager.

The Faculty has a strong First Year Experience (FYE) programme, including an annual excursion for first-year students. The excursion consolidates efforts for the enculturation of students into higher education.

In the BEd Senior and FET Teaching programmes, first-year excursions took place over three weekends in May with approximately 180 students attending in each group. The focus of these excursions was to highlight and explore issues of social justice, such as human rights, gender, student sexuality and consent, HIV and AIDS, and student resilience. Students took matters to heart, participated enthusiastically during sessions and freely shared ideas. One

student advocated the HIV and AIDS testing service at UJ, concluding his plea with the statement: *“Healthy is the new sexy”*. Some of the themes explored at the excursion are carried forward in one of the first-year courses.

The excursion for the Foundation Phase and Intermediate Phase teacher education students aimed to provide them with dedicated time to help them chart their professional development trajectory as teachers, together with the staff involved. The excursion’s theme was ‘I teach for the future’. This theme emphasised the importance of students’ future roles as teachers in schools, communities and society. The theme was explored using the informal setting optimally to learn through games, simulations, dance, music and movies. The knowledge acquired at the excursion experience was carried through to the special support offered to first years, with the aid of tutors, particularly in priority subjects like Mathematics and English, and with respect to lesson planning for teaching in the Funda UJabule School.

The commitment of the Faculty to supporting the academic progress and wellbeing of students is also evident in the annual excursion component of the Postgraduate Certificate in Education (PGCE) programme. The two PGCE excursions took place in October after students returned from their final seven-week work-integrated learning (WIL) session in schools. The excursion theme, ‘Let’s Teach’, allowed students to interrogate issues that they encountered in schools. Topics ranged from matters relating to dealing with learner behaviour, teacher professionalism, self-care, and integrative pedagogies. Social justice and teaching was also a focus. A particular highlight was the students’ interaction with a panel of practising teachers who could provide a practice-based response to student queries about teaching and teacher professionalism.

Enriching the undergraduate student experience through international exposure

A memorandum of understanding with Georgia State University (GSU), Atlanta in the USA, affords fourth-year BEd and PGCE students the opportunity of observing teaching and learning in schools in Atlanta as part fulfilment of the school experience (practicum) requirements of the programme. In 2018, 19 students spent two weeks in Atlanta. In addition to undertaking a number of school visits, they also took part in an extensive academic programme, which included lectures, presentations, workshops, panel discussions and demonstrations by faculty from Georgia State University.

TEACHING AND LEARNING

In 2018, the Faculty continued to address the recommendations that emanated from the Faculty review, which took place in September 2016. The review panel recommended the creation of a position that could promote greater coherence, coordination and curriculum integration for the initial teacher education (ITE) Senior and FET programmes. This was done through the creation of a programme manager position. The programme manager took up the post in February 2018.

Another development in the teaching and learning domain was the appointment of a Vice-Dean: Teaching and Learning in the Faculty.

Teaching with technology

The first fully online master’s programme, launched in October 2017, the Master in Information and Communication Technology (ICT), proved highly successful. A second online master’s programme, namely the Master in Education Management, commenced in March 2018 and had grown from 28 to 84 students by year end. These programmes attract students from around the globe, and the student feedback was exceptionally positive.

Teaching with technology in the Faculty’s ITE programmes continues to be a priority. In 2018, the focus was on consolidating efforts to leverage the affordances of the learner management system (Blackboard) for teaching and learning and to increase staff members’ use of the tools available via the platform. To this end, staff workshops were held. Student interns (in general, honours students trained in ICT in education) also participated in the workshops. The interns were available to consult with individual staff members for the full year. This meant that staff had ready assistance at hand. This proved to be very successful. Good progress was made with the use of online teaching tools, such as games and YouTube videos. In addition, the use of online assessments increased significantly.

Teaching and learning in the 21st century

A highlight concerning the focus on teaching and learning in the 21st century was the robot competition, launched in the second semester. The competition confronted student teachers with the question: 'Will teachers be replaced by robots?'. The student teachers were asked to consider the claim that robots may take over the work of teachers in future. What then is the future of teaching? Will teachers still have a role to play in educating children?

The competition aimed at stimulating critical thinking and debate on how artificial intelligence is likely to influence education and the work of teachers. The competition generated much interest. Student responses will be factored back into the teacher education programmes to promote debate and further the discussions about the impact of 4IR on education and teachers' work.

Supporting work-integrated learning

The teaching practice (work-integrated learning) component of ITE programmes is essential to prepare student teachers for the demands of the teaching profession. However, the teachers who are supposed to guide and support student teachers are often not well prepared for this task. To address this, the Faculty of Education, in collaboration with the University of Helsinki, developed an open source course (<https://www.uj.ac.za/faculties/facultyofeducation/mentoring-school-teachers>) for mentor teachers (supported by funding from the Department of Higher Education and Training). The course has been well received by teachers and other universities alike.

An international dimension to ITE

In 2018, a new capstone project, the Ideal School Project, was introduced in the intermediate phase teacher education programme on Soweto Campus. This project involves student teachers from four institutions: Lund University, University of Hong Kong, the University of Auckland, and the University of Johannesburg. In the Ideal School Project, senior students at the four institutions envisage an ideal school, incorporating elements, such as the physical design of the school, describing the kind of teachers they would like, designing the mission of the school, etc., which are then incorporated into a web-based design of the Ideal School. Interaction between students from the participating institutions is facilitated through the project. In this way, an element of internationalisation is built into the ITE programme. The project also enables staff collaboration among the participating institutions.

Continuous professional development for educators via short learning programmes

The Faculty is actively involved in the professional development of teachers through the offering of short learning programmes (SLPs).

The Department of Education Leadership and Management provided training and development for school managers (heads of departments, deputy principals and principals) in the Mpumalanga province through the delivery of two SLPs, namely Managing Teaching and Learning, and Resource Management in Education.

The Department of Educational Psychology offered three SLPs for the Gauteng Department of Education, the Mpumalanga Department of Education and the Eastern Cape Department of Education. The focus of the respective SLPs was on assessment, learning support, and career development for learners. A total of 225 teachers and district officials were trained.

RESEARCH

Up to 2017, the Faculty had hosted two National Research Foundation Research Chairs. Some of the objectives of these prestigious Chairs are to improve South Africa's international research and innovation competitiveness while responding to challenges of the country. These two Chairs focus on education in childhood, namely the Chair in Education and Care in Childhood (chair holder: Prof Jace Pillay), and the Chair in Integrated Studies of Learning Language, Mathematics and Science in the Primary School (chair holder: Prof Elizabeth Henning). In 2018, the Faculty was awarded an additional Chair in Teaching and Learning in post-school education and training. Sadly, the incumbent of this Chair, Prof Brenda Leibowitz, passed away in 2018.

In 2018, the following academics were NRF-rated researchers in the field of education: C-rated (established researchers): Professors Jace Pillay, Chris Myburgh, Brenda Leibowitz, Raj Mestry, Umesh Ramnarain, Shireen

Motala, Juliet Perumal, Gert van der Westhuizen, Nadine Petersen, Piet Ankiewicz and Salim Vally. B-rated (internationally acclaimed researchers): Professors Elizabeth Henning and Linda Chisholm. In addition, two DVPs were rated – Prof Kerry Kennedy received a B rating and Prof Tony Onwuegbuzie was awarded an A rating (as a leading international researcher).

The Faculty serves the education research community through two accredited research journals, namely *Education as Change* (linked to the CERT), and the *South African Journal of Childhood Education* (linked to the CEPR).

In 2018, 15 postdoctoral research fellows were involved in the Faculty – nine renewals and seven newly appointed. Though these fellows are contributing to strengthening the research footprint of the Faculty, their contribution to research output is not satisfactory.

The Faculty's research output, comprising articles in accredited journals, research based books and conference proceedings increased in 2018. The research output units generated in 2017 amounted to 112.26 and in 2018 to 130.69 units.

It is pleasing that more permanent academic staff members contributed to research output in 2018. In 2018, the number of research active academics increased to 43 from 32 in 2017.

The Faculty has been able to attract eminent scholars as distinguished visiting professors, the majority of whom started work in the Faculty in the second half of 2016.

Table 32: Distinguished visiting professors

Name	Institution	Area/department
Annamarie-Fritz Stratman	University of Duisberg-Essen	Childhood Education/CEPR
Catherine Snow	Harvard University	Childhood Education/CEPR
Bruce MacFarlane	University of Southampton	Ali Mazrui Centre for Higher Education Studies
N'Dri Assie Assie-Lumumba	Cornel University	Ali Mazrui Centre for Higher Education Studies
Elias Mpofu	University of Sydney	Educational Psychology
Jari Lavonen	University of Helsinki	Childhood Education/CEPR
Phillip Hallinger	Chulalongkorn University, Thailand	Education Leadership and Management
Hsin-Kai Wu	National Taiwan Normal University	Science Education
Kerry Kennedy	Hong Kong Institute of Education	Education and Curriculum Studies
Carmel McNaught	Chinese University of Hong Kong	ICT in Education
Tony Onwuegbuzie	Sam Houston University	Education Leadership and Management and Educational Psychology
Jane Knight	University of Toronto	Ali Mazrui Centre for Higher Education Studies
Imanol Ordorika	Instituto de Investigaciones Económicas, Universidad Nacional Autónoma de México	Ali Mazrui Centre for Higher Education Studies

Integrating teaching, research and development through the Centre for African Languages Teaching (CALT@UJ)

CALT@UJ (Centre for African Languages Teaching) started work on the UJ Soweto Campus on 1 August 2018. A grant from the Department of Higher Education and Training supported the establishment of the Centre.

The overall aim of the CALT@UJ is to enable practice-based research and research-based practice in the education and development of teachers who teach African languages in the foundation phase and intermediate phase of schooling and who teach through the medium of African languages in the foundation phase of schooling.

The development of African languages is a national priority. The envisaged work of CALT@UJ will contribute to the development of two African languages as languages of teaching and learning in the primary school, namely Sesotho and isiZulu. The Centre's work also aims to develop teacher education for enabling teaching of and in isiZulu and Sesotho at primary school level. The work is meant to impact the education system through the teachers it will be delivering, and through the short learning programmes for in-service teachers and the material that will be developed. In addition, CALT@UJ will research its own work in teaching and development. It will also host master's and doctoral students who will conduct much needed research in African language teaching.

The Faculty of Education is well suited to accommodate this Centre. Invaluable experience has been gained in doing this type of work in Mpumalanga during the past four years, funded by USAID and the Elma Foundation. Two languages were involved – isiNdebele and Sesotho. This experience will inform the CALT@UJ work.

COMMUNITY OUTREACH AND PUBLIC ENGAGEMENTS

Community outreach

UJ associated schools

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). The Faculty is involved in several ways at UJMA. As usual, BEd and PGCE students did work- integrated and service learning at the school. Postgraduate students in Educational Psychology assisted the school with the selection of learners into Grade 8 who have the potential to excel in mathematics and science.

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

2018 saw the launch of the UJabule Learning Centre at the Funda UJabule School to serve children who experience learning difficulties at primary school level. The Department of Educational Psychology will run this Centre. The Centre will provide educational and psychological assessments and interventions to the Funda UJabule School community and the Faculty's partner schools in Soweto.

Using technology as a community engagement tool

The Faculty of Education makes research available to those interested in childhood education through its Knowledge for Action website <https://knowledgeforaction.co.za>.

The website aims at providing actionable knowledge to educators to enable research-informed decision making and teaching practice. It also provides educators with downloadable research-based tools.

Outreach linked to community-based research

The TechnEd Catalyst Project received the award for the best community engagement project at UJ in the category, Organised Outreach, linked to community-based research. During 2018, 2 150 Grade 8 and 9 learners and 20 technology teachers benefitted from this project per term.

Public engagements, seminars, symposia and conferences

Numerous public lectures, seminars and workshops were hosted by the Faculty, departments, centres and chairs. The DVPs in the Faculty were all involved in public engagements. In addition, the Faculty hosted a series of public engagements, in collaboration with the Kagiso Trust (Education Conversations) and Bridge (Teachers Upfront), to stimulate public dialogue and high level debates around various issues about the education system.

Some of the public engagement events focused on 4IR:

- Education conversation: Making 4IR education a reality in all our schools.
- Education conversation: Connections and disconnections within the education value chain that will influence success during the time of the Fourth Industrial Revolution.

The Department of Educational Leadership and Management hosted an African Leadership Roundtable for the third time. The theme of the roundtable was *'Education and the challenges of the Fourth Industrial Revolution'*. Academics from various African countries, such as Botswana, Egypt, Eswatini (formerly Swaziland), Ghana, Kenya, Nigeria, Uganda and Zimbabwe, as well as South Africa, attended the African Leadership Roundtable. Topics, such as professional development challenges for leadership in 4IR, teaching in 4IR and implications of 4IR for educational leadership, were discussed.

Other major events

CERT hosted a conference on *'50 years of Freire's pedagogy of the oppressed – Reflections on the praxes of Paulo Freire and Neville Alexander'*. The conference was opened by the eminent Paulo Freire scholar, Antonia Darder, and was attended by 250 participants.

The Faculty (under the leadership of the Vice-Dean: Research and Internationalisation) hosted the *'Music & Performing Arts as Protest & Liberation Institute'*. This international event sought to decolonise music and the arts curriculum and to recognise Pan-African contributions, both in the curriculum and the performing arts. It featured academics and performers from the USA, Kenya, United Kingdom and South Africa, and combined a unique blend of academic, community college and non-governmental stakeholder participation.

The *High Ability Institute* was co-hosted (under the leadership of the Vice-Dean: Research and Internationalisation, and the Department of Educational Psychology) with the Johannesburg Institute for Advanced Studies (JIAS) and included participants from local universities, thinking schools, the Magri Language Institute, the University of Connecticut, Sam Houston University, the University of Botswana, and the University of Virginia, Essex County.

A seminar on the future of the teaching profession in Africa, *'Teacher learning, professionalism and growth'* brought together delegates from 16 African countries, namely Angola, Burkina Faso, Cape Verde, Democratic Republic of the Congo, Eswatini (formerly Swaziland), Ethiopia, Ghana, Ivory Coast, Madagascar, Malawi, Mozambique, Nigeria, South Africa, Tanzania, Zambia and Zimbabwe. Representation included critical role players in education, including teachers, teacher unions, education ministry representatives, development and key education role players, namely the UNESCO International Institute for Capacity Building in Africa, the International Institute for Capacity Building (IICB), and Education International (EI).

The Ali Mazrui Centre for Higher Education Studies and the DVP, Prof N'Dri Lumumba, hosted the World Council of Comparative Education Societies and the 5th Indian Ocean Comparative Education Society Conference. The focus of the conference was on *Comparative education for global citizenship, and Peace and harmony through Ubuntu: Rethinking epistemologies and improving pedagogies to foster global peace*.

CONCLUSION AND WAY FORWARD

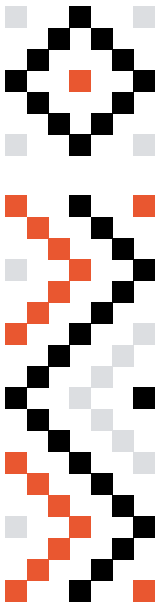
2018 was mostly a successful year for the Faculty. Much was achieved and no major problems were encountered. However, more needs to be done to establish a commitment to research among all staff members. Also, aspects of the ITE programmes need to be strengthened so as to address unevenness in the offerings. Much also remains to be done to increase the throughput of master's and doctoral students.



Sarah Gravett (Prof)

Executive Dean: Faculty of Education





Faculty of Engineering and the Built Environment

OPERATING CONTEXT, GOVERNANCE & RISK MANAGEMENT

Operating context

The University of Johannesburg's Faculty of Engineering and the Built Environment (FEBE) houses one of the largest engineering student populations in South Africa, with a total headcount of 9 837 in 2018 (HEDA, 31 January 2019). Logistically, the Faculty spans three campuses located at Auckland Park Kingsway (APK), Auckland Park Bunting Road (APB) and Doornfontein (DFC). With a faculty this large, FEBE also therefore comprises 12 individual academic departments, one postgraduate school, six research centres, two technology stations and one institute.

The Faculty offers a wide-ranging array of engineering and engineering-related academic programmes, which can be broadly grouped into three major categories: Engineering Science programmes, Technology programmes and the Postgraduate School of Engineering Management.

The Engineering Science programmes are located on the Auckland Park Kingsway Campus. The Engineering Technology programmes are located on the Doornfontein Campus. In 2018, both the Department of Quality and Operations Management and the Postgraduate School of Engineering Management were located on the Bunting Road Campus. The Department of Quality and Operations Management moved to the Doornfontein Campus as of January 2019. This is logistically more efficient since all their teaching occurs on this campus.

In addition to the various Departments, the Faculty also adopts a School structure, which allows room for inter-departmental support, resource sharing and academic oversight via the Head of School. The School structure therefore links disciplines of a similar nature. To that end, FEBE has four schools, namely: the School of Civil Engineering and the Built Environment; the School of Electrical and Electronic Engineering; the School of Mechanical and Industrial Engineering; and the School of Mining, Metallurgy and Chemical Engineering.

These academic structures are in turn operationally supported by two Faculty Administrative Offices based on each of the Auckland Park and Doornfontein Campuses. A postgraduate faculty office is also located on the Auckland Park Campus, offering postgraduate administrative support.

Governance structures

FEBE remains governed by four main committee structures. The academic composition of these committees ensures the academic integrity of both undergraduate and postgraduate programmes. Support units and individuals may be invited to these committees to ensure the efficient operation and implementation of the programmes.

The committees include the Technology Programme Committee (TPC), which caters for undergraduate technology programmes and the built environment and management programmes. The Engineering Science Programme Committee (ESPC) caters for undergraduate engineering science-related programmes. Further to this, the Faculty Higher Degrees Committee (FDHC) caters for postgraduate programmes, and the Faculty Research Committee (FRC) caters for all research-related items. Supporting these Faculty-level structures, School research committees support strategic postgraduate initiatives.



Quality management

In addition to the internal UJ promotion of quality structures, programmes offered by the Faculty are also endorsed and accredited by five independent and external professional accreditation bodies. These professional affiliations offer FEBE students the opportunity to obtain professional registration with these bodies, after their studies. The professional bodies associated with FEBE include the Engineering Council of South Africa (ECSA); the South African Council for Planners (SACPLAN); the South African Geomatics Council (SAGC); the South African Council for Project and Construction Management Professions (SACPCMP); and the South African Council for the Quantity Surveying Profession (SACQSP). These professional bodies have not only proved to enhance the quality of FEBE's programmes but have also helped to ensure the international standard and rigour of the Faculty's undergraduate professional programme offerings in line with the UJ global excellence and stature (GES) vision.

In anticipation of the accreditation visits in 2018, the Faculty undertook an internal mock accreditation exercise from 19-26 March 2018, chaired by the relevant Heads of Schools. This exercise took place well prior to the visits and formed an integral role in the quality assurance process. Key deficiencies and concerns were strategically addressed and resolved prior to the actual visits. In addition, the Faculty worked closely with the Centre for Academic Planning and Quality Promotion (CAPQP), which offered oversight regarding evidence compilation and the drafting of reports.

Three of the five professional accreditation bodies visited FEBE in 2018. The SACPLAN visit took place on 2 May 2018, yielding positive outcomes for both the National Diploma in Town and Regional Planning and the Bachelor of Technology in Town and Regional Planning. The ECSA accreditation visit took place from the 30 July to 3 August 2018 and resulted in the full accreditation of the three diploma and four degree programmes that were revisited. In addition to this, the ECSA team also provisionally assessed the suite of new Bachelor of Engineering Technology programmes (BEngTech), then in their second year of implementation from 2017. The eight new programmes received interim provisional accreditation. The next regular accreditation visit will take place in 2020, following on the graduation of the first cohort of Bachelor of Engineering Technology students.

The Department of Mining and Mine Surveying was also visited by the SAGC from 8 to 9 November 2018. The programmes reviewed included the Diploma in Mineral Surveying and the Bachelor of Technology in Mineral Resource Management. Both programmes received full accreditation for three years. The SAGC team also endorsed the Department's new Bachelor of Mine Surveying degree, then in its second year of implementation.

Faculty risk

FEBE actively monitors various risks included in the Faculty's Risk Register, which appears as a standing item on the Faculty Executive Committee (FExco) agenda. The major risk identified in 2018 related to the potential loss of professional accreditation for the majority of FEBE programmes, specifically in 2018. Not receiving accreditation for FEBE programmes has consistently featured as a major risk for FEBE in previous years.

The Vice-Dean: Teaching and Learning, Prof Esther Akinlabi, offered direct oversight to mitigate this accreditation risk. Given the high number of undergraduate programmes reviewed in 2018, a number of strategic and administrative support interventions proved crucial towards eliminating and preventing the risk. Monitoring and evaluation of the accreditation preparation process were therefore actively reported on at the FEBE Exco, ensuring consistent and continuous management of the risk.

The positive outcome of all accreditation visits in 2018 could be attributed to the collaborative, collegial and supportive attitude of all FEBE academic staff and leadership involved. The cooperation of the departments and faculties that host FEBE's service modules also proved critical to the success of the accreditation process. In addition, both support and administrative staff contributed towards the success of the various accreditation visits.

STRATEGIC FOCUS AND TARGETS

FEBE's renewed strategy, over the last five years particularly, has been one of growth in terms of academic and research performance. As trends indicate, FEBE's growth strategy has extended to a number of key areas in line with the strategic plan of the University. These include, but are not limited to, growth in Science Engineering and Technology (SET) programme offerings, postgraduate student enrolment and international reach.

The Faculty has also strategically aligned its collaborative pursuits (both local and international) towards the fulfilment of the National Development Plan and the United Nation's Sustainable Developmental Goals. In this way, the Faculty intends to ensure that the collaborations pursued contribute to tangible changes towards the attainment of the sustainable development goals. All goals, strategies and thereby initiatives and key projects of the Faculty are linked in some way to the broad strategic goals of UJ. In this way, alignment and strategic support ensure that the higher-level strategies are achieved from the ground up. This also ensures that the staff in the Faculty are acutely aware of and participate in the attainment of the University's strategy.

The strategic objectives of FEBE are aligned with the University's six global excellence and stature (GES) strategic objectives. These have an emphasis on excellence in teaching and learning; research and innovation; internationalisation (reflected by the number of international students and academics and exchange programmes); an enriched student learning and living experience (in terms of facilities, student life-cycle management, learning environment, and student culture and ethos); excellent national and global reputation management (as reflected by our alumni, Pan-African approach, branding, ranking and communication); and fitness for global excellence and stature (in terms of sustainability, infrastructure, systems and governance).

Objective 1: Excellence in research and innovation

The Faculty actively promotes a culture of excellence in research and innovation. In 2018, FEBE was home to 39 rated researchers and 61 postdoctoral fellows. FEBE's drive towards increasing its research footprint can be illustrated by the growing number of publications FEBE has annually produced. FEBE academics have continued to actively participate in various conference panels, as reviewers, session chairs and organising committees of local and international conferences. FEBE Schools have also successfully hosted international peer-reviewed conferences, extending the Faculty's research footprint and impact globally. FEBE's research output units submission status was 488 units, thus an achievement of 98% of the 2018 planned target of 500 units (as at 1 March 2019).

In addition to the research culture of staff, FEBE's strategic intent to grow postgraduate enrolment numbers is illustrated by the significant increase in the number of postgraduate registrations. Notably, the postgraduate headcount enrolment grew from 979 in 2017 to 1 482 in 2018 (HEDA, HEMIS 31 January 2019).

Despite the challenges of increased workload, given the phasing out and phasing in of new programmes, FEBE has successfully contributed towards the research objectives of the University. The Faculty is also cognisant that research-led teaching proves beneficial towards both research and innovation and teaching and learning.

Objective 2: Excellence in teaching and learning

Excellence in teaching and learning has been achieved through maintaining an appropriate and diverse enrolment profile and by tailoring the Faculty's intellectually rigorous curricula in response to the key strategic objectives of the University.

The Faculty's strategic change in direction, target audience and programme offerings progressed in 2018, via the Faculty's phase-out plan. Diploma programmes from all departments, excluding the Department of Quality and Operations Management, enrolled their last first-year intake in 2016. Given the expiration of ECSA accreditation in 2020, strategies were explored and implemented to encourage programme completion by 2020. The duplicate teaching load comprising the teaching-out of old programmes and the teaching-in of new programmes simultaneously, has proved to be a challenging yet achievable feat for the Faculty.

In an effort to enhance and grow excellence in teaching and learning, FEBE has actively encouraged and supported initiatives in the Scholarship of Teaching and Learning. Specifically, writing workshops were held with academic staff seeking to publish in teaching and learning. In addition, the Faculty sponsored the attendance of six academic staff members at a South African Society for Engineering Education workshop on curriculum development. The Faculty also sponsored the attendance of academic staff members at each of four Engineering Education 'master classes' on topics that included peer learning and assessment.

The Faculty produced numerous research outputs in the area of the scholarship of teaching and learning. These equated to over 10 DHET-accredited units. Various staff members within FEBE collaborated on the publication of a book on projects as socio-technical systems within engineering curricula. FEBE at UJ is involved in three NRF- or

DHET-funded teaching and learning projects, all involving collaboration with other universities in South Africa as well as in Sweden, the UK and the USA. FEBE's Dr Zach Simpson was appointed as Editor-in-Chief of the SOTL in the South journal. Associate Prof Johnson Carroll has also continued to serve as Vice-President of the South African Society for Engineering Education.

In support of excellence in teaching and learning, the Faculty has also instituted a number of strategic initiatives aimed at holistically supporting student success.

First Year Seminar (FYS)

The 2018 academic year saw FEBE continue to run its own First Year Seminar involving new first-year students registered in the Faculty. The FYS not only allowed for interaction between staff and students within the Faculty, but also fostered close linkages between the FYS and the formal engineering curricula. During the FYS, students were engaged in various activities, broadly grouped into three categories (literacy, mathematics and computer skills), and these activities were directly related to aspects that would be covered in subsequent modules. The FYS served to introduce students to their chosen engineering programmes, while simultaneously assisting with the development of the academic practices necessary for success in Higher Education.

Tutorship and mentorship

Over 450 tutor appointments were made across the Faculty to assist in teaching and learning. These tutors are appointed to work with students in particular modules. The vast majority of modules in the Faculty included tutors as a vital part of teaching and learning.

FEBE Writing Centre

In 2018, FEBE continued to operate the FEBE Writing Centre. The Centre offers individualised support and instruction regarding all aspects of academic writing in engineering. The FEBE Writing Centre offered two writing workshops within the first year module on the Introduction to Engineering Design. In addition, the Centre ran a series of eight workshops for fourth-year students who were undertaking their final-year research and/or design projects. These workshops were formally integrated into the final-year capstone project undertaken by the electrical engineering students. The FEBE Writing Centre also continued to offer a writing support initiative where the writing consultants partner with several undergraduate research project supervisors to offer intensive and continuous writing support to final-year students during their research project. This includes offering regular individual supervision of the entire research report writing process.

FEBE task team on decolonisation

As part of the Faculty's commitment towards improved teaching and learning, the FEBE task team on decolonisation, in coordination with FEBE Marketing, presented the first FEBE Essay Competition on Decolonisation of the Engineering Curriculum (DeCon-FEBE 2018). The competition sought to engage the perspectives and broad insights of both students and staff, in relation to the constraints and limitations of graduates of African universities. An awards ceremony was held for the presentation of the top ten essays. A special proceedings of the best ten papers of the Decolonisation Essay Competition 2018 will be published by the task team in the near future.

Objective 3: International profile for GES

The Faculty's strong international profile has been enhanced by the vast number of international students and members of staff that call FEBE home. FEBE staff have continued to build and form critical networks with the international communities within their disciplines, some leading to collaborative agreements and others leading to the development of joint academic programmes.

Together with its large complement of international staff, the sheer number of international students that FEBE consistently attracts and enrolls each year further strengthens the Faculty's international profile. In 2018, 1 228 international students registered in the Faculty, which significantly contributed towards the institution's international registration target (HEDA, 31 Jan 2019).

In supporting UJ's vision to be an international university of choice, FEBE also planned and coordinated an Africa-by-Bus outbound programme to Mozambique. Students were exposed to several institutions outside of South

Africa, expanding the Faculty's global reach and impact. The Faculty also hosted an international student campus visit by 20 students from Virginia Tech, USA. In addition, FEBE was involved in the University of Pittsburgh Swanson School of Engineering Global Engineering Preparedness Scholarship programme (GEPS), which comprised 23 Pittsburgh students and 10 FEBE students.

Throughout the year, FEBE also hosted a number of international speakers who lectured on pertinent issues affecting academia, such as decolonisation, the future of engineering, and Africa and new advances in technology. These engagements were well attended by both students and academic staff.

Objective 4: Student-friendly living and learning environment

A number of student spaces have been successfully upgraded in 2018. As part of the ECSA accreditation preparation plan, the Faculty strove to ensure that student living and learning spaces were suitable, complying with health and safety regulations. As such, the Faculty was able to maintain and ensure health and safety compliance, which undoubtedly proved to enhance the teaching and learning environment. Laboratories also received due attention and were evaluated and updated in preparation for the accreditation visits. This was the case of laboratories in Civil Engineering Technology and Town and Regional Planning.

In addition to the above interventions, the new Makerspace Laboratory operated successfully in 2018. It is envisioned that pioneering technological initiatives such as these will grow and contribute further towards the Faculty's Fourth Industrial Revolution (4IR) initiatives.

Objective 5: National and global reputation management

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in knowledge networks both within and external to the continent. FEBE's global reach and impact is evident by the number of international staff and students the Faculty attracts.

On the local front, however, given the new stream of programme offerings, it has emerged that FEBE's re-branding process requires greater focus. FEBE's new role in the context of scarce skills development within South Africa, together with the new ECSA-related programme standards, appear unknown to the majority of potential students and to the industry. The Faculty has therefore intensified its focus on building and maintaining more integral relationships with industry and professional bodies. The need for more focused and strategic marketing initiatives was also evident.

Community and industry engagement still featured strongly on the FEBE 2018 calendar. A number of interactive student events enhanced the local and international standing and awareness of the Faculty and the discipline. The involvement of FEBE in the ECSA Engenius project through Prof Esther Akinlabi is one example of community engagement that enhances the reputation of the Faculty.

Objective 6: Fitness for global excellence and stature (GES)

The Faculty has continued to enthusiastically adopt and utilise social media platforms as these allow for targeted and insight-driven promotional strategies. In an effort to increase FEBE's online presence, a YouTube channel has been created with 15 video uploads to date. Followers on Facebook have grown from 3 819 (in 2017) to 6 640 to date. All social media activity undertaken complies with the institution's social media guidelines. Insights indicate increased engagement levels with a niche user profile ranging from varying engineering disciplines, industry practitioners, sponsors, partners, students and staff. These avenues have proved critical towards growing FEBE's fitness for global competition and awareness.

In 2018, FEBE explored avenues for a centrally based short learning programme (SLP) administrative centre. The Faculty intends to extend its reach and impact globally, with a growing pool of contact and online SLPs being developed. Taking these offerings globally required a strategic business plan and holistic Faculty strategy. An SLP committee was constituted to offer a reflective and consolidated review of systemic processes and approaches that could enhance the Faculty's fitness for global excellence.

EMPLOYEE PROFILE

As at 31 December 2018, the Faculty employed 267 staff members in total, comprising academic, technical and support staff. The various categories consisted of 173 academic staff members, 51 technical support staff and 43 support staff. The staffing complement has slightly reduced since 2017, given a number of vacant positions at the end of the year; however, stability has been maintained at most levels.

With regard to transformation objectives, FEBE is a faculty that has embraced and striven for affirmative action through the preferred employment of designated candidates, where possible. Of the total new appointments made in 2018, 77% were designated candidates. Overall, the Faculty stands at 56% designated employees, 19% non-designated; international employees constitute 24% of the employee profile, with the remaining 1% comprising disabled employees (HRIS, 31 Dec 2018). Subsequently, the Faculty Exco has prioritised increasing equity representation on the committee, with a composition of 73% designated members and 27% non-designated.

STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES

Student profile in subsidised academic programmes

FEBE's total student enrolment headcount for 2018 was 9 837 (HEDA, 31 January 2019). FEBE also received 236 Orange Carpet registrations in 2018. The year 2018 marked the second year of implementation for the new bachelor's degrees on the Doornfontein Campus. This suite of programmes included Bachelor of Engineering Technology programmes and Bachelor programmes in Construction and Town and Regional Planning. The roll-out of these programmes marked a strategic shift in the student profile of the Faculty, which since 2017 has catered to degree students to a larger extent, with only the Department of Quality and Operations Management still catering to diploma students.

The student profile has therefore also significantly shifted as a result, with the Faculty attracting students with a much higher APS and matric degree endorsement compared to previous intakes. The awareness of the new programmes has not been as strong and clear as anticipated; however, efforts to market these programmes, especially to educators and school-leavers, have commenced and will continue.

Student success and experience

At present, the FEBE graduation count for 2018 stands at approximately 2 436 candidates for the various engineering programmes (HEDA, 5 March 2019). This is compared to 1 910 graduates at this stage in 2017. The rise in the number of FEBE graduates could be attributed to the large number of students exiting the Faculty's phased-out programmes. In order to aid this transition, the Faculty has explored clearing unnecessary hurdles impeding student completion, without compromising the integrity of the programmes.

In addition, the student experience was enhanced by the efforts of a dedicated Faculty Student Advisor, who deals with challenges of student accommodation and subsistence. Particularly, given the current economic times, FEBE was able to assist a large number of students with external bursaries and funding. It has been noted, however, that this funding has significantly decreased in recent years.

Relevancy and impact of subsidised academic programmes

By 2018, the Faculty had successfully submitted 13 honours, three advanced diplomas and three postgraduate diplomas to the Council on Higher Education (CHE). These were meant to replace all non HEQSF-aligned programmes in the Faculty. In addition to this, eight new master's programmes were also submitted. These programmes were designed to accommodate the Master of Technology phase-out scheduled for December 2019. It is therefore intended that these programmes ideally receive CHE accreditation by 2019, to enable implementation in 2020. Given these developments, the Faculty's offerings are now fully aligned to the Higher Education Qualification Sub-Framework (HEQSF).

In 2018, the Master of Sustainable Energy, the Master of Micro and Nano-electronics and two Master of Sustainable Mining (by coursework and by research) programmes, received approval from the CHE. The Faculty awaits the SAQA

registration number in order to implement the programmes in 2019. The Bachelor of Engineering Technology Honours in Mechanical Engineering and the Bachelor of Urban and Regional Planning Honours were also approved.

Non-subsidised academic programmes

The Faculty does not offer non-subsidised academic programmes, but does provide short learning programmes (SLPs). In 2018, 13 new SLPs were developed and approved at Senate. These SLPs aim to develop the Faculty's third-stream income, while simultaneously catering to the direct needs and skills gaps of industry professionals. These SLP offerings can be found on the UJ website.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

FEBE participates in a number of community and stakeholder engagements throughout the year. In this way, FEBE actively maintains and builds its societal and industry networks. In 2018, FEBE, in partnership with the Engineering Council of South Africa (ECSA), presented an Engenius workshop at the Lepono Primary School in Mathibestad, North West province. The workshop attracted 250 learners from ten poorly resourced and underserved primary schools in and around the village. The learners were presented with an enriching programme of activities, which commenced with a visual and engaging presentation on the engineering profession. The event was supported by the Johannesburg Roads Agency.

A presentation on Robotics made to learners increased the awareness of technology and innovation. Learners were encouraged to explore robots through basic training on how to build and programme robots. The learners further enthusiastically participated in the bloodhound car challenge, as well as a civil engineering-related competition. A diverse and dynamic team of 44 delegates from the University of Johannesburg, galvanised through FEBE Marketing with support from the Vice-Dean: Teaching and Learning, guided and motivated the learners throughout the activities.

FEBE also participated in the Global SA MTN Career Day, which took place at the MTN Innovation Centre on 21 June 2018. The expo aimed to create opportunities for disadvantaged youth to realise the value of digital infrastructure for their future careers. FEBE's exhibition incorporated the innovative UJ hydrogen car, which was manned by four fully-geared students from the club. In June 2018, FEBE Marketing organised and coordinated an on-campus career seminar, in partnership with the Australia South Africa Alumni Association. The seminar was conducted for 400 female learners from Letsibogo Girls Secondary School and Aurora Girls Secondary School. The partnership aimed to expose learners to the academic and non-academic entities of the institution. The event was supported by the Transnet Group Capital.

FEBE's dedication towards school engagements has fostered community-driven projects and has created an awareness of the various facets of the engineering discipline among school-leavers. FEBE also hosted an Engineering career talk at Orange Farm for matriculants and senior high school scholars from Jabulile, Raphela and Aha-thuto Secondary Schools. In addition, FEBE Marketing, in partnership with Ark of Nations, a youth-led NGO, facilitated a career guidance and motivational talk at lower quintile schools in Vhenda, catering to students at Maswie Secondary School, Tshiemuemu Secondary School and Mavhungu Andries Secondary School. Career talks were also held at Thusa Setjhaba Secondary School and others in association with Stretford Youth Development Hub.

RESOURCE MANAGEMENT AND SUSTAINABILITY

The role of the FEBE Financial Business Partner was occupied by three individuals during 2018. As such, the changes in staff have required time for adjustment. The 2018 University statutory audit began on 4 February 2019. The final set of audited annual financial statements will therefore only be made available by the middle of March 2019.

The Faculty of Engineering and the Built Environment, however, has achieved its budgeted income for 2018. The actual income, including investment income, was 100% of the budget. However, these results do not include the processing of bad debt provision.

LEADERSHIP

FEBE has experienced a number of major changes in leadership during the 2018 academic year. The vacant posts of both the Executive Dean and the Vice-Dean: Teaching and Learning occurred in the same year. The Head of Faculty Administration also retired at the end of 2018. The Faculty has, however, maintained stability and momentum during these transitions. For a substantial amount of the year, the senior management roles of the Faculty were capably held by Acting Executive Dean, Prof Charles Mbohwa, and Acting Vice-Dean: Teaching and Learning, Prof Hennie Grobler.

The Executive Dean of the Faculty, Prof Daniel Mashao, was appointed in August 2018 and is currently supported by the Vice-Dean: Teaching and Learning, Prof Kasongo Didier Nyembwe, who began in this role in February 2019. Prof Clinton Aigbavboa still continues as Vice-Dean of Postgraduate Studies, Research and Innovation. The Head of Faculty Administration has offered assistance to the Faculty, post-retirement, until her replacement commences work in April 2019.

The continuity, professionalism and depth of FEBE leadership have ensured that the Faculty has maintained its trajectory in line with the strategic objectives of the University.

CONCLUSION AND WAY FORWARD

The future journey for FEBE appears bright and exciting. Under the mantle of new leadership, FEBE embraces the future, armed with a new suite of undergraduate and postgraduate programmes, new SLPs and a very specific and strategic shift in direction. As such, FEBE is currently experiencing a state of transition, as staff and academics still straddle the challenges of phasing out the old programmes and implementing new ones.

With the new strategy, the Faculty has committed itself to contribute towards a renewal and growth in the Science, Engineering and Technology (SET) sector. FEBE is therefore cognisant that it has the opportunity to re-brand itself as a key player in Engineering Education. However, it has also acknowledged the critical role that industry and professional bodies will play towards achieving the intended growth and sustainability of its programmes. FEBE's focus in the near future is therefore to integrate the strategic initiatives of the University with its own development and growth, which will ultimately lead to more innovative and progressive practices in both teaching, learning and research.

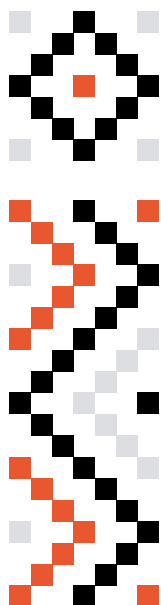
Mapping the way forward, the Faculty is committed to strategic renewal, the decolonisation of knowledge, new innovative research centres, as well as joint international research centres, focused mentorship, strategic leadership rejuvenation and a focus on a higher quality of publications. A key focus area for the future of FEBE remains the Faculty's growth and sustainability, given the new pool of undergraduate programmes. In addition, the Faculty has made strides to implement the University's postgraduate growth strategy and it is intended that the undergraduate pool of offerings will follow suit.

The Faculty is also committed to the strategic objectives of UJ, and looks forward to the incorporation of additional 4IR initiatives, increased dialogue and strategic projects in order to achieve them.



Daniel Mashao (Prof)

Executive Dean: Faculty of Engineering and the Built Environment



Faculty of Health Sciences

OVERVIEW

The Faculty's strategic focus remains in line with the University of Johannesburg's mission of "inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge", which in turn guides the Faculty's strategic imperatives in the pursuit of both the Faculty and the University goals and objectives.

Prof A Swart, Executive Dean of the Faculty of Health Sciences, was appointed the Chief Operating Officer of the University of Johannesburg (UJ) with effect from 1 April 2018. Prof S Nalla, Vice-Dean: Teaching and Learning, acted in the capacity of Executive Dean from 1 April to the end of 2018 and continued as such until the new Executive Dean took up office on 1 March 2019.

Excellence in research and innovation

Promoting a culture of technology transfer, attracting outstanding academics and eminent visiting professors and researchers, increasing its levels of external funding, and attracting outstanding students have enabled the Faculty to enhance its excellence in research and innovation.

The Faculty increased the number of visiting professors and/or research fellows from 16 to 27 for 2018. All these appointees have contributed to the Faculty's research outputs in terms of publication units as well as supervision of postgraduate students. The Laser Research Centre (LRC) hosted 16 international postgraduate students in addition to the seven appointed postdoctoral fellows. These fellows also contributed to the Faculty's research achievements, notably Dr S Ayuk from the LRC, who at the 2018 South African Institute of Physics Conference, received the Best Women of Science Award at the Dynamic Ladyz Diaspora Women's Award Night Ceremony. Prof M Hamlin, Visiting Professor at the LRC, has a Scopus h-index of 77. The number of rated researchers within the Faculty has decreased from six to three, due to retirements and resignations. Prof William F Harris, who was three times an A-rated researcher, retired in 2018 and was awarded an Emeritus Professorship by UJ.

The research target set for the Faculty in 2018 was initially at 75 accredited units but was changed to 93 following an MEC/ELG breakaway in May 2018. The Faculty submitted 70 units for auditing purposes, with 59.21 units related to journal articles, 2.0 units to books, 5.77 units to book chapters and 2.124 to proceedings; this was 75% of the target set in May. This output is an increase compared to the final audited figure of 67 units for 2017, which was above the target then set for the Faculty. The top achievers were the LRC, which submitted 28 international accredited articles and 10 book chapters. The Human Anatomy and Physiology Department increased its research output to 15 international articles, with Emergency Medical Care (EMC) at nine.

The first edition of The Chiropractic Clinician was released in 2018. This is a significant achievement, as it is the first South African based chiropractic journal to be published; it is hosted by the Department of Chiropractic.

In terms of innovation, two patents were registered by the Water and Health Research Centre (WHRC), one for all social media and commercialisation (BIUJoy) and one for the water bottle (CleanSip). The CleanSip bottle patent is held by WHRC, which is investigating ways to start production in 2019.



From an innovation perspective, 2018 saw the completion of the first ever locally produced and towable mobile command post (MCP). The MCP was designed and developed by Mr C Hartnady, medical rescue instructor of the Department of Emergency Medical Care. Together with experts and consultants from the Off Road Rescue Unit (ORRU), a prototype MCP was designed and developed. During 2019, the vehicle will be tested with the intention of having the design patented and of exploring opportunities for commercialisation for the African market.

External funding for research was obtained from the NRF, the Johannesburg Stock Exchange (JSE), Thuthuka, the Technology Innovation Agency, the University of Venda, Tshwane University of Technology, UJPEETS, the Water Research Commission, NRF SA India, Knowledge Interchange and Collaboration (KIC), the CSIR/NLC, DST, Africa Laser Centre, CANSA and the Wellcome Trust/DTB India Alliance.

An analysis of the above external funding translates into R3 211 960 to the LRC, R250 000 to the Environmental Health Department, R285 840 to Optometry and R2 760 000 to the WHRC. In addition, LRC raised R3 101 121 internally from UJ funding sources.

Considering an aspect of the mission of UJ is to “serve humanity through innovation and the collaborative pursuit of knowledge”, the WHRC focused on studying the impact of water, sanitation and hygiene (WaSH) on communities, and how this could be better understood and addressed. It took two years to develop, test and standardise methods relating to WaSH observations, sampling, sample analysis and data reporting. To achieve this increased number of samples, Dr Carol Nonkwelo, Executive Director: Research and Innovation, was approached and the WHRC was allocated R840 000 to upgrade its laboratories to accommodate more equipment and students. In terms of equipment, instruments that speak to artificial intelligence and the Fourth Industrial Revolution (4IR) are needed to increase the number of samples analysed, by reducing the time required for actual experiments and data interpretation. The JCE awarded the WHRC R1.1 million towards achieving this goal, and the WHRC will be applying for more funding in 2019.

The following are national and international research projects initiated by departments aimed at generating multidisciplinary research and inspiring community transformation:

- U21 funding enabled a simulation learning field guide for simulation practitioners to be developed. On conclusion of the field guide project, UJ presented a new project proposal – the joint development of the core curriculum for an online postgraduate diploma in simulation-based learning for health care professionals ? to the U21 at the meeting in Melbourne in 2018. A funding proposal will be submitted in April 2019, and a task team has been formed to drive this project, which will be presented at the upcoming U21 health sciences meeting in Glasgow in September 2019.
- An Artificial Intelligence research group has been established as a collaboration with Charlotte Maxeke Johannesburg Academic Hospital and Prof Q Wang from FEBE at UJ. It is expected that the first project will be implemented in 2019 and will focus on AI in early detection of breast cancer.
- The LRC successfully hosted a DST-NRF SARCHI Chair: Laser Applications in Health. In addition, a number of publications emanated as a result of international collaboration with Rhodes University; Harvard Medical School, Massachusetts General Hospital; Wits Dental School, South Africa; Department of Plastic Surgery, Wits University; Linksfeld Clinic; University of Ulm, Germany; Bharathiar University, India; CSIR, Pretoria; Unisa; Madurai Kamaraj University, India; Anna University, India.

In terms of opportunities and strategic interventions to capitalise on opportunities or to mitigate risks, the Faculty has identified the following:

- Funding for visits to international institutions is limited and this may hinder global exposure of staff. To mitigate this, departments are to be encouraged to improve third-stream income and external applications for funding.
- Vacant posts as a result of resignation and retirement of seasoned researchers and senior academics need to be filled with experienced staff, who can then continue delivering outputs and also support, mentor and nurture younger staff in the Faculty.
- Departments need to be critically reflective on their achievements and failures over the past few years. This exercise should focus on where departments have not achieved set targets and on exploiting their respective unique strengths.

- There is limited access to Department of Higher Education and Training (DHET) accredited journals for a number of departments. A concerted effort is needed to encourage the editors of peer reviewed journals to apply for accreditation.
- Many staff members are focusing on their doctoral studies; once these are complete, they will be encouraged to concentrate on publication and collaboration with other researchers.

International profile for global excellence and stature

In terms of increasing the proportion of undergraduate and postgraduate international students; recruiting international academics of stature; offering related structured study abroad programmes; and increasing the number of partnerships with international universities and African countries to secure funding, collaboration or joint degrees, the Faculty has achieved or is negotiating the following:

- The number of international undergraduate students increased from 87 in 2014 to 138 in 2018, with international postgraduate numbers increasing from 32 in 2014 to 113 in 2018, a steady increase thus supporting “a university anchored in Africa”. Students came from Africa (a large contingent from Zambia), France, Germany, India and Taiwan.
- The number of international students in 2018 was 251, reflecting an increase of 48,2% of international students in the past few years (211 in 2017, 186 in 2016, and 121 in 2015).
- As alluded to above, visiting professors, researchers and postdoctoral fellows hailed from Germany (one); Ireland (one); New Zealand (one); Switzerland (one); United States of America (five different universities); and United Kingdom (three universities).
- Through the Olympic Study Centre, in collaboration with the University of Utrecht from the Netherlands and Tsukuba University from Japan, the Faculty has established a Global Master’s programme. The first intake was in February 2018.
- A letter of intent was signed between UJ and Beijing Tong Ren Tang (Pty) Ltd, to enter into further discussions around the feasibility of establishing a Beijing Tong Ren Tang Traditional Chinese Medicine Museum at the University; and the possible allocation of a Traditional Chinese Medicine & Acupuncture (TCM&A) consultation room at the existing University’s Health Training Centre, Doornfontein Campus.
- Miss F Mulla (from Medical Imaging and Radiation Sciences) was awarded the Academic Doctoral Acceleration Programme Towards Transformation (ADAPTT) Scholarship and will be included in the doctoral staff exchange programme and spend time at the University of Florida, USA, and in a reciprocal agreement, the Department will receive a staff member from the USA.
- A current project is planned for March 2019 in conjunction with the Optometry Department at UKZN. This will involve an outbound visit for three UJ students and three UKZN students to India.
- The Emergency Medical Care Department continues to contribute to the U21 grouping, via the simulation group. During 2018, collaboration between UJ and Birmingham University, UK, on a joint research project, investigated student stress experienced during simulation assessment.
- Collaborations between UJ and the University of Western Sydney have resulted in joint publications. The longstanding liaisons between Western Sydney, Edge Hill University in the UK and Saaima University of Applied Science, Finland, resulted in student exchanges and staff visits. Edge Hill specifically participated with both staff and students in the Gariiep Dam medical rescue exercise that took place in September. This is an annual event hosted by UJ with national and international participants.
- The Africa-by-Bus project is a UJ international outreach initiative, supported by UJ’s Internationalisation Office and with SADC collaboration. The project’s intention is to expose UJ staff and students within the Faculty of Health Sciences to a Southern African Development Community (SADC) country’s health care system, community and environment. In 2018, the Africa-by-Bus project involved a community engagement initiative in Gaborone, Botswana, that focused on screening for non-communicable diseases (NCDs) and on promoting health education within the community by UJ Health Sciences students. Three departments, namely Emergency Medical Care, Nursing, and Homoeopathy, participated in this pilot outreach initiative, in collaboration with the Department of Nursing at the University of Botswana (UB). Four hundred free screenings were conducted for members of the village community with regard to key indicators of NCDs, namely hypertension, obesity, and



diabetes mellitus. A situational analysis of the environment will follow to understand the capabilities, feasibility, and benefits of future related projects, with publications to follow in 2019.

- Prof TG Barnard from the WHRC attended the WaSH and Healthcare Facilities workshop held in Ghana (October 2018) by the World Health Organization. Engagement with world leaders at this workshop has resulted in collaboration that will continue in 2019.

Six memoranda of understanding (MOUs) and/or memoranda of agreement (MOAs) are in place between the LRC and Harvard Medical School, Massachusetts General Hospital; University of Ulm, Germany; Bharathiar University, India; Madurai Kamaraj University, India; Anna University, India; and Nagaland Central University, India.

The Medical Imaging and Radiation Sciences Department has renewed MOUs and MOAs with the Evelyn Hone College, Zambia; the University of Modena, Italy; Lund University, Sweden; University College Dublin, Ireland; the University of Namibia, Namibia; the University of Medical Sciences and Technology (UMST), North Sudan; Karary University, North Sudan; and Al Zaiem Al Azhari University (AAU-Sudan).

Excellence in teaching and learning

Excellence in teaching and learning encompasses, but is not limited to, the enrolment of outstanding students from diverse backgrounds; maintaining excellent success rates and standards; curricula that are current and quality reviewed; students who are prepared for the world of work; undergraduate programmes reflecting cutting edge developments and reflecting latest trends in education; and staff who are well qualified and valued and are encouraged to be life-long learners. The successes achieved by the Faculty in 2018 are outlined below.

A complement of 114 full-time academics (including fixed-term contract appointments, six postdoctoral fellows and one researcher, four assistant lecturers and five clinical grant appointees) supported by 62 academic support staff (clinic staff, faculty administration staff, administrative assistants, secretaries and laboratory technicians), provided a service during 2018 to 4 180 students, including 251 international students.

The four assistant lecturers (ALs) were appointed on fixed-term contracts within MIRS, Nursing, Biomedical Technology, and Human Anatomy and Physiology, in a bid to develop capacity within these departments.

Regarding staff qualifications, 92% of staff, including fixed-term contract, assistant lecturers and clinical grant appointees, have a master's qualification. It is noted that only 10 staff have a lower degree of whom five are assistant lecturers or clinical grant appointments. In total, 31% of staff hold a doctoral qualification. The slight drop of 2% compared to 2017 can be attributed to the four retirements of senior staff.

The enrolment target set for the Faculty was 4 003 students, and the Faculty registered 4 180 students, including international students, a slight over-enrolment, although the target for international students was down by 35. This is attributed to an increase in PG enrolments. The undergraduate enrolment was 2 881 in 2018, compared to 2 811 in 2017 and 2 812 in 2016. Postgraduate enrolments totalled 1 118, compared to 1 007 in 2017, 1 090 during 2016 and 934 in 2015. Of these, over 700 are post basic nursing qualifications, which will be phased out in 2019/2020. The Faculty's registrations for master's qualifications increased to 429 in 2018 from 284 in 2017 and 235 in 2016. This significant increase resulted from the introduction of the Master's in Public Health (MPH) distance learning programme. Doctorate registrations increased from 58 in 2014, 52 in 2015, 61 in 2016, 73 in 2017 to 74 in 2018, resulting in an overall increase of 146 enrolments in the master's and doctoral domains compared to 2017. A challenge during enrolment was the predominantly late admission of NSFAS qualifying students, which led to a slight over-enrolment. As more online programmes are introduced, the enrolment figures will need to be re-assessed.

The total non-designated enrolment stood at 640, compared to 677 in 2017, 714 in 2016, and 754 in 2015. In terms of designated students, 2 861 black students were enrolled in 2018, compared to 2 643 in 2017, 2 583 in 2016 and 2 439 in 2015, with 164 Coloured students enrolled in 2018 with 158 in 2017, 150 in 2016 and 132 in 2015. Furthermore, 269 Indian students were enrolled in 2018, compared to 284 in 2017, 265 in 2016 and 241 in 2015. Clearly, there has been a steady increase in designated students and a steady decrease in non-designated enrolments. The above numbers exclude occasional registrations and international students.

Student numbers funded through NSFAS increased from 398 in 2015, compared to 438 in 2016, and 863 in 2017, to 1 148 in 2018.

The Faculty has maintained an overall success rate of above 85% since 2013, achieving 90,3% compared to 90,8% in 2017, 89,8% in 2016, 90,3% in 2015 and 89,1% in 2014. Undergraduate (UG) success rates have fluctuated between 93,3% and 89,1% since 2013 with an 87,1% success rate in 2018. Postgraduate graduate numbers have increased from 272 in 2015 to 362 in 2018. The appointment of strategic/senior tutors and assistant lecturers within the Faculty continued in 2018.

The success of students in the field of Health Sciences is closely linked to the clinical practice gained by students in the Faculty's Health Training Centre (HTC). This Centre affords students a wide range of opportunities to participate in work-integrated learning. In 2018, a total of 28 212 patients (consultations and treatments) were seen in HTC clinics and satellite clinics, compared to 31 814 in 2017 and 30 957 during 2016; this decrease was mostly due to the lower numbers of patients seen by the Optometry, Biokinetics and Somatology clinics. The Somatology programme has been phased out. The Riverlea Community Project screened and consulted 1 091 patients during 2018. A proposal for Discovery funding was submitted in 2017 and funding of R350 000 per annum was granted for a period of three years, commencing in 2018. The Division of University and Stakeholder Relations (formerly, Institutional Advancement) has been tasked to assist with obtaining funding for the project.

With technological advances, e-learning is a reality acknowledged and encouraged by the Faculty, as follows:

- Many departments are using a blended learning approach, and numerous staff members have attended workshops on blended learning. Most departments have modules on Blackboard, which is used for various activities that are aligned to teaching, learning and assessment (TL&A). These include the use of the platform for summative assessments (written tests (e-testing) and assignments).
- Software purchased through the Clinical Training Grant (CTG) includes the Shaderware, Therapy Eclipse, and the Ziltron and the MyProgress software, which is a tool used for the digital/online monitoring of work-integrated learning (WIL). It is envisaged that once comprehensively implemented, these software packages could be rolled out to all relevant departments.
- The use of e-books and textbooks for first years in some departments, purchased through UJ central funding, is continuing, although there has been mixed student feedback regarding the provision of e-textbooks.
- A number of postgraduate students were capacitated in the use of state-of-the-art technology and laboratory techniques, including flow cytometry, real time RT-PCR and live cell imaging.

A strategic imperative of UJ is to ensure that decolonisation is embedded into the curriculum of all programmes.

A workshop on the 'Social determinants of health', initiated by the Faculty, was attended by all staff. The social determinants of health have been incorporated into most professional practice modules, by using case studies, national legislation and group discussions as applicable to each programme offering, and, where relevant, have been integrated into assessments. A concerted effort to incorporate context, content and discussions around indigenous African knowledge, as appropriate, has been made.

The Faculty's quality plan as approved by the Faculty Board and the programme review schedule for the period 2012-2018 has continued.

In line with the re-circulation of programmes by professional boards and relevant councils and DHET requirements, the following new programmes were submitted between 2016 and 2018, to the Department of Higher Education and Training (DHET) and/or Council for Higher Education (CHE) for consideration and/or approval:

- Professional Bachelor's degree in Complementary Medicine
- Professional Master's degrees in Complementary Medicine
- Bachelor of Nursing Science
- Professional Doctorate of Nursing in Advanced Midwifery
- PhD in Health Sciences
- Postgraduate Diplomas in Acupuncture and in Phytotherapy
- Higher Certificate in Emergency Medical Care
- Advanced Certificate in Medical Rescue

- Higher Certificate in Sport Administration
- Higher Certificate in Sport Coaching and Exercise Science (online offering)
- Bachelor of Medical Laboratory Sciences
- Master's in Medical and Radiation Sciences

All these programmes are awaiting either DHET approval or final approval from CHE. A serious challenge is the length of time taken for programme approval, especially for master's degrees, given that the Master of Technology and Bachelor of Technology are being phased out as of 2020, with a last intake in 2019.

The online Master's in Public Health (MPH) has given the Faculty an opportunity to be one of the leaders in online programmes, although there is a risk due to the lack of senior staff to champion the programme and ensure it gains global stature. This is, however, been addressed by the Faculty.

The Short Learning Programme (SLP) Office registered 518 students as opposed to 888 in 2017. The number of SLPs presented decreased from 67 to 49, which is only seven more than in 2016. This reduction in offerings was due to a lower demand and attendance of the affected SLPs. The SLP Office, as an HPCSA affiliated service provider and accreditor for continuous professional development (CPD) activities, accredited 45 CPD activities from various service providers in South Africa. These offer alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of lifelong learning according to the requirements of regulatory bodies.

Student-friendly learning environment

An enriched student-friendly learning environment that is conducive to learning is a strategic imperative for both UJ and the Faculty. A further objective is to provide students with leadership development opportunities.

Funding from the Department of Higher Education and Training (Clinical Training Grant), as reported in 2016 and 2017, has allowed the establishment of a state-of-the-art clinical simulation laboratory, a Human Anatomy and Physiology complex as well as a virtual teaching platform. Optometry students have the use of the high technology ocular coherence tomography. The Simulation Assessment Tool to Limit Assessor Bias (SATLAB) system developed by UJ was profiled in the U21 simulation learning field guidebook developed by the EMC and other U21 colleagues, by means of funding from U21.

In addition to the e-learning initiatives already alluded to, all departments have adopted the use of technology and hand-held devices to enhance teaching and learning, depending on practicality and the availability of infrastructure. Various strategies are used, such as posting lecture notes and announcements (Blackboard, uLink, and email); enabling online access to e-learning guides; displaying web content/videos/DVDs; using uJoogle/Google to find information; exploring institutional research databases during class; and communicating with students via the use of email, calendar and online group discussions.

The major challenges, which are similar to those in 2017 and expressed by numerous departments, are a lack of hand-held devices for students, the need for upgrading of staff computers, lack of laptops and hardware, faster Wi-Fi access, and difficulties with the scheduling of assessments, as there is often insufficient access to computers on campus in computer laboratories.

In addition, some students are unable to afford the equipment and uniforms required for the commencement of their studies. In 2018, a departmental allocation from Faculty reserve funds mitigated the impact.

The following interventions are to be commended: During 2018, EMC graduates and alumni donated old uniforms to a thrift shop. From these donated uniforms, needy students were issued with uniform items at no cost. In 2018, digital watches and swimming goggles for all those first-year students who could not afford them, were bought from the EMC reserve fund. Emergency funding (on request) was given to senior students, if they needed money for transport, books or related living expenses.

The Faculty has successfully marketed and branded its vision and mission and as a result registered 232 (330 in 2017; 231 in 2016) students with an APS of 35 and above, as well as 49 Orange Carpet students.

Global excellence and stature

Fitness for global excellence and stature requires the Faculty to be financially stable, generate external income, increase third-stream income, ensure the Faculty is representative of the South African population, retain and attract well-qualified staff, be conscious of the environment, and manage and mitigate risks as applicable.

Academic staff from designated groups were at 46,15% in 2017, compared to 45,29% in 2016, 46,11% in 2015 and 44,55% in 2014. In 2018, it progressed to 46,46%, and thus equity targets set by the University have been met. The percentage of designated appointments for the clinical training grant, non-academic and assistant lecturer appointments decreased from 77,77% in 2017 to 66,6% in 2018. This could be attributed to the fewer clinical grant appointments made in 2018. Designated staff in the academic support component were at 81,45% in 2017, compared to 71% in 2016 and 75,29% in 2015 and is now at 77,4%. It can thus be deduced that despite a few spikes, an overall increase in designated appointments has occurred since 2015.

The Faculty's gross third-stream income from short learning programmes (SLPs) was R1 538 840 and for continuous professional development (CPD) activities R74 105.71, culminating in a total of R1 612 945.71 in 2018, compared to a total of R1 695 255.04 in 2017. Only four departments offered SLPs in 2018; more SLPs would need to be offered if this income is to increase. Third-stream income can subsidise international travel and student and lecturer exchange programmes.

To address the national call for promotion of designated candidates, 14 female and four male designated academic staff members participated in the Accelerated Academic Mentorship Programme (AAMP) of the University, an increase of three from 2016. A further 13 non-designated colleagues also participated in AAMP, including two international appointees.

The Faculty had six resignations in 2018 compared to two in 2015, two in 2016 and four in 2017. There were four retirements in 2018, compared to four in 2017, two in 2016 and one in 2015. In terms of promotions, four academics were promoted in 2018 (three from lecturer to senior lecturer and one to associate professor), compared to four in 2017 (two to senior lecturer and two to associate professor), four in 2016 (two to senior lecturer and two to associate professor), and four in 2015 (one to senior lecturer, two to associate professor and one to professor).

The trend that emerges is that of more resignations and more retirements in 2018, most of whom were senior academics. This has in turn negatively impacted on research output, although this should change once the academics currently registered for their doctoral studies graduate.

On a positive note, if all academic staff are considered (permanent, fixed-term contracts, assistant lecturers and clinical grant appointments), 70 have a master's degree, 35 have a doctoral degree and only 10 have an honours or BTech degree, of whom five are assistant lecturers or clinical grant appointments.

A risk register serves on the agendas of the Faculty Board, the Faculty Management Committee, and the departmental and support structure committee meetings, and is regularly reviewed, updated and assessed. Contributions are ongoing to minimise our carbon footprint with specific reference to energy saving, recycling and waste management.

International global reputation management

The Laser Research Centre (LRC) continues to lead the Faculty in terms of international reputation as outlined in the section under international profile. In addition, the following successes and initiatives are worth noting:

- EMC was again a recipient of Erasmus+ funding resulting in an inbound and outbound exchange of students between UJ and Saimaa University of Applied Sciences in Finland. Further staff and student exchanges are anticipated. Through the MOU with Rescue South Africa, the Department has hosted and trained medical rescue workers from different African countries in a number of Rescue SLPs.
- During 2018, Council approved funding to initiate the construction of the first integrated on-campus rescue simulation centre on the African continent. This facility will cement UJ and the Faculty as leaders nationally and internationally in the area of medical rescue education and training. The facility is expected to become operational during 2020 and will service both the undergraduate programmes and external clients via the Short Course Office.

- The Department of Homoeopathy (to be renamed Complementary Medicine as from 2019) will continue to explore collaboration with Universitas 21 as well as with other universities, and is considering complementary medicine research in collaboration with Bern University, Berlin University, Nanjing University, University of Hong Kong, Western Sydney University and University of Delhi, which have programmes of similar offerings.
- The MOA with the Evelyn Hone College (Zambia) provided a platform for a delegation from the Evelyn Hone College to visit UJ twice: in November 2017, and a second visit for the signing ceremony in August 2018. The departments earmarked for this MOA will initially be MIRS, Biomedical Technology and Environmental Health. Departments to subsequently be involved are Sport and Movement Studies, Human Anatomy and Physiology, and Emergency Medical Care. This collaboration will involve aspects related to teaching and learning, research, programme development, staff and student exchanges.
- The biggest risk to any scientist is lack of integrity in data reporting: data must be based on sound scientific practices, and be able to be reproduced. With this in mind, the WHRC has embarked on upgrading laboratory space, on implementing ISO17025 QC, and on the validation of standard methods. This will eventually lead to a research brand that is trusted, can create fast, reliable and reproducible research, and become one of the world leaders in WaSH, in various aspects of life.
- The Chiropractic programme underwent its five-year international accreditation review by the European Council on Chiropractic Education (ECCE). The programme was awarded an eight-year full accreditation period, making UJ Chiropractic the first programme ever to be awarded the maximum number of accreditation years by the ECCE for any offered programme.

National reputation management

Various departments have contributed to and enhanced the Faculty's national reputation by means of representation on professional boards, executive positions on respective associations, MOUs and research presentations at international and national conferences. The following are the most significant.

- Staff presented 69 research papers at international conferences and 49 at national conferences, compared to 63 and 44, respectively, in 2017.
- An MOU was signed between Khula Natural Health Centre NPO (a South African registered non-profit organisation, registration number K2017/212617/08). Khula Natural Health Centre (KNHC) is a community upliftment project, providing homoeopathic medical treatment to the community of Khula, and is recognised as an approved clinical training site by the Allied Health Professions Council of South Africa (AHPCSA).
- Ongoing collaboration with registrars in Ophthalmology (at St John's Eye Hospital, near Chris Hani Baragwanath Hospital) continued in 2018. Specialised contact lens (keratoconus) services were offered to support functional vision not obtainable by other means, thus supporting access to eye care. This will potentially provide areas for future research collaboration.
- Two senior staff members were elected to the executive board of the South African Universities Physical Education Association (SAUPEA). They also provided leadership on a national research project, 'The state and status of physical education in the South African public schools', rolled out in 2016 to 2018, in which nine South African universities, the DBE and UNICEF collaborated. This emanated in a national report in 2018.
- In 2015, the Sport and Movement Studies Department successfully won a tender from Gauteng Department of Sports, Arts, Culture and Recreation (GDSACR) for R10.7 million, for testing, teaching life skills and coaching programmes in Gauteng with regional sporting teams. This is an ongoing process, which was subsequently extended to 2018.

The Health Training Clinic (HTC) offers a unique and much needed service to complement the general and already overburdened health services sector of the greater Johannesburg area and surrounding areas. The services offered in the clinics, together with the outreach initiatives of the respective disciplines, cater for individuals who cannot afford to access services elsewhere and thus use the HTC at highly reduced cost or at no cost at all. Strong strategic direction of the clinic is required, however, to address the growing health needs of the surrounding population. In the HTC, students are taught to be proficient clinicians before they are allowed to graduate and pursue a career as a health professional. The number of patients seen by students under the supervision of a qualified practitioner has increased from 14 910 in 2004 to 28 218 in 2018. (This excludes all screening of patients.)

CHALLENGES, RISKS AND RISK MITIGATION

The Faculty faced the following challenges, initiatives and risks, in addition to those already alluded to.

In terms of technology, e-learning and infrastructure, the following remained major concerns in 2018:

- Outdated IT systems, Wi-Fi access, connections in terms of Wi-Fi speed and software, and lack of hand-held devices for students, which have hampered progress.
- Resources and related funding, especially with reference to upgrading of staff laptops.
- Lack of air conditioning and ventilation in many venues, especially offices and lecture theatres.
- The lack of projectors in venues, which impacts on e-teaching and learning.
- General condition of the DFC Campus and its surroundings.

With reference to research capacity, internationalisation and staffing:

- The lack of funding for international visits and exchanges, especially with the rand devaluation.
- Difficulties in finalising the appointment of three preferred candidates suggest that salaries offered by UJ were considered unsatisfactory relative to employment in the health sector.

In terms of issues pertaining to the enrolment plan:

- Students are not able to register due to financial constraints, and even NSFAS approved students are not able to relocate to Johannesburg due to financial constraints.

In terms of the Doornfontein Campus location:

- The safety of students and staff has been compromised; such incidents have been reported.
- Parents at evening functions have expressed concern about the state and safety of surrounding areas.
- The surrounding areas have deteriorated in terms of aesthetics, illegal dumping and road infrastructure in the last two years.

The Faculty has identified the following strategic imperatives for 2019, in alignment with the Faculty strategic plan and recommendations from the Faculty reviews:

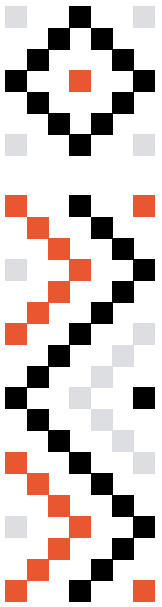
- Monitor postgraduate registrations and improve the throughput of master's and doctoral candidates.
- Implement and maintain mechanisms to increase the Faculty's accredited research output to achieve a target of 100 units by 2020.
- Encourage and support staff in the Faculty to obtain a doctoral qualification in order to achieve the Faculty target of 50% staff with doctoral qualifications by 2020.
- Continue with discussions about the establishment of a Medical School within the Faculty.
- Continue ongoing liaison with DFC Campus administration with respect to infrastructure, IT and safety concerns.



Shahed Nalla (Prof)

Executive Dean: Faculty of Health Sciences (Acting)





Faculty of Humanities

INTRODUCTION

2018 saw the introduction of a major new strategic imperative: responding to the Fourth Industrial Revolution (4IR). The Faculty of Humanities took the bull by the horns, engaging extensively in public discussion through op-eds, talks, debates, as well as formal research.

We also embarked on a major change process in our approach to teaching and learning, to ready our students and ourselves for the new world of work. The change encompasses both curriculum and pedagogy. It is designed to update our offerings for the contemporary world, especially in response to the Fourth Industrial Revolution, and at the same time to take advantage of opportunities that are now on offer, especially technological ones. This change process began in 2018, and we made excellent progress towards key goals, notably the move towards a single BA in place of the current fixed-purpose programmes (over 10 of them), and the rationalisation of assessments. Looking forward, 2019 is about moving to blended pedagogy across the Faculty, so as to work towards a 2020 implementation of the new offering.

Other areas of change in 2018 included a strategic development in our recruitment and resourcing strategies, which enabled the hiring of an unusually large number of staff (31), most with doctorates. Hiring well is crucial to the future growth trajectory of the Faculty in terms of key indicators and, beyond the indicators, to creating an underlying reality that instantiates the University's core approach of combining access with excellence.

One highlight that does not feature below concerns improvements in the institutional culture of the Faculty. A report in 2016 revealed some concerns relating, in particular, to victimisation in the workplace. A follow-up survey was conducted in 2018, aiming to zero in on and quantify some of these problems, as well as to assess the effectiveness of interventions to change the culture. The results were pleasing. The Faculty moved from being significantly below the University average to slightly above. Naturally, improving our institutional culture remains a constant concern, not only for ethical reasons, but also because, as the saying goes, 'culture eats strategy for breakfast'. No matter how good your strategy, you cannot go anywhere without a suitable institutional culture. As such, we continue to develop an institutional culture that prizes:

- Devolved decision making ('I decide rather than ask for permission')
- Accountability ('Where my decisions are wrong, I accept this and learn')
- Transparency ('This is what I am doing and why')
- Openness ('I'm happy/not happy about this for the following reasons')
- Courtesy ('I express myself calmly and through the appropriate channels')
- Customer focus ('The student, colleague, or whoever I am dealing with is my focus, and I make every reasonable effort to assist and resolve, even if their approach leaves something to be desired')

While all these values are present in the Faculty, they are more dominant in some areas than others. Changing institutional culture is extremely tough, yet vital. We are therefore pleased to have received some external confirmation that we are making progress here.



RESEARCH

Summary

- At time of writing, DHET accredited units for 2018 stand at 370.26, an increase of 6,6% from 2017 (347.27), and 93% of our 2018 target (397). We believe we will reach our target by the close of the ongoing data capturing exercise.
- Research income was R23 million, up 11,7% from 2017 (R21 million).
- NRF-rated researchers rose by 5,3% to 40 (from 38 in 2017).

Research output

For 2017, a historic high of 339 units were submitted to DHET. In 2018, this historic high has been bettered, to 347.27 at time of writing, a 6,6% increase. However, we set ourselves a more ambitious target of 397.

Our main challenge remains the productivity of our regular academic staff (those who are not postdocs, research associates, SARChI chairs, or in other special categories), many of whom produce less than what is expected per rank (Professor: 2 p.a.; Associate Professor: 1.5 p.a.; Senior Lecturer: 1 p.a.; Lecturer: 0.5 p.a.). The main potential causes are:

- The circumstances (teaching loads, departmental environments) that may give rise to a lack of time for or emphasis on publication.
- The capacity of individual staff members to publish.

Both these potential causes are being investigated and interventions are being undertaken.

Our Research Support Package, begun in 2014 to improve the capacity of individuals to conduct research, grew again in 2018, and now includes:

- A Faculty-based mentorship scheme (in addition to the University-wide programme);
- A teaching buyout scheme;
- Information on language editing and writing support;
- 14 workshops (up from 12 in 2017);
- One three-day boot camp on research;
- Two writing retreats.

It is possible that some academic staff are not willing or able to conduct research, even with this substantial level of support. To address this challenge, we contacted the relevant individuals indicating serious performance concerns, which, if not addressed, may escalate into disciplinary or capacity issues. This process is being followed up on in 2019.

Research income

The Faculty research income rose from R21 million to R23 million. We are confident of a further pipeline for 2019, because some deals were concluded too late in 2018 to include in the 2018 reporting cycle.

Our strategic focus remains on developing the capacity to bid successfully for large external grants. Three of our research centres are particularly important with regard to this strategy: the Africa Centre for Evidence; the Centre for Social Change; and the Centre for Social Development in Africa. In addition, the Palaeo Research Institute, currently housed in Humanities, is preparing a large scale fundraising campaign.

To address the matter of a relatively small number of researchers applying for large grants, we are now emphasising grant application in our performance appraisal process, and not permitting access to internal funds without evidence of external fundraising efforts.

NRF-rated researchers

Our total grew by 5,3% from 38 to 41, broken down as follows.

Table 33: NRF ratings

Rating	Number
A1	0
A2	1
B1	4
B2	4
B3	2
C1	3
C2	12
C3	5
P	1
Y1	3
Y2	6
Total	41

TEACHING AND LEARNING

Enrolment

Our enrolments at undergraduate level continued on broadly the same basis as in previous years, with a very slight downward trend, in order to gradually adjust our ratio of undergraduate to postgraduate to reach the 80:20 UJ strategic objective. (We are currently at about 83:17.)

At postgraduate level, we have seen particular growth in doctoral enrolments. This reflects our increased supervisory capacity, our improved ability to attract students externally (including internationally), and an improved ability to retain our own master's graduates. Honours and master's enrolments are also up, which is again positive, given our move towards a slightly larger postgraduate contingent.

Table 34: Enrolments

Qualification	2018	2017
Degree	4 392	4 461
Diploma	682	726
Honours	408	395
Master's	402	351
Doctoral	225	177

Success rates

We have seen improvement in our degree success rates, up by 1,2% from 2017. This is in line with our strategies for improved student success including intensive revision programmes. We hope to move this rate to 90% over time. Diploma success remains at around 90%, which is satisfactory given all the circumstances, notwithstanding that in an ideal world, we would prefer success rates of 100%.

Table 35: Student success rates (diplomas and degrees)

Qualification	2018	2017	2016
Degree	87,1%	85,9%	85,8%
Diploma	89,6%	90,4%	90%

Dropouts

Our dropouts continued to decrease dramatically, falling by 2,2% from 15,1% in 2017 to 12,9% in 2018. (They had already decreased from 17,8% in 2016.) This is excellent news. We make continued efforts to improve the academic support for our first-year students and avoid assessing them excessively in the first semester. We believe these efforts are making a difference.

Graduations

Our 2018 graduations present a mixed story. Although we saw little change overall, there was some volatility at the undergraduate level. Master's graduations were down by a third, while doctoral graduations more than doubled. Overall, we saw a 17% decline in postgraduate output. However, if we can correct the master's output, we will see strong growth. In 2018, we implemented strong measures to support students and supervisors to move towards timely completion, especially at master's level, where delay usually adds little value and is to the detriment of the student.

Table 36: Graduations

	2018	2017	Difference	%
Total	1 450	1 434	15	1%
UG (Deg+Dip)	1 096	1 007	89	9%
PG (H+M+D)	354	427	-73	-17%
<i>H</i>	265	254	11	4%
<i>M</i>	57	85	-28	-33%
<i>D</i>	32	14	18	129%

Note that graduation figures are still subject to change at the time of writing because they have not yet been audited.

LEARNING TRANSFORMATION

During the course of 2018, we reviewed our curriculum and initiated strategic change under the title *Learning Transformation*. These changes fall in three main areas: curriculum reform; blended learning; and assessment practices.

Curriculum reform

We designed a new BA programme, and took the bold decision to remove the 14 existing programmes in favour of this single BA. Those programmes committed students to a particular course of study, with few choices. They created a number of difficulties, most importantly, lack of Interdisciplinarity, slow response to changing needs of the new world of work and the Fourth Industrial Revolution, and lack of student choice. In addition, they were accompanied by timetable headaches.

Instead, we settled on a BA with the following key features:

- At least two majors
- At least one major must be from Humanities
- Overall, at least 2/3 of modules must be from Humanities

- Otherwise, no restrictions on elective modules or choice of major, timetable and prerequisites permitting

This structure opens the door to radically creative combinations of subjects, as well as some classic combinations that we currently cannot offer (Maths and Psychology, Philosophy and Physics, and so forth). Interdisciplinary perspectives are going to be essential in the new world of work, where the ability to pull out different skills to solve different problems will trump rote-learned knowledge of a topic, and where employees will need to upskill and change jobs frequently. The process for implementing these changes continues, with roll-out scheduled for 2020.

Blended learning

There are a number of reasons to make better use of technology for teaching, which is the core of blended learning. These go beyond the idea of familiarising students with technology, which, after all, many of them manage without formal educational assistance.

Benefits include:

- Access: Students who miss classes for whatever reason are better able to catch up where material is available online.
- Multiple learning modes: Technology enables engagement in discussion boards and other platforms for exchanging views, to a much greater extent than we can ever hope to host within four walls.
- Time-efficiency: Lecturers can devote more time to interacting with students in smaller groups because they are freed from the large-group 'stand and deliver' time, this information being distributed in other ways.

Accordingly, in 2018, we embarked on a programme to deepen our understanding and use of blended learning. Our direction is to greatly reduce large-group contact time and replace it with small-group contact time, which is pedagogically superior, as well as offering timetabling flexibility, and creates better rebound opportunities for students who miss classes (since it is relatively simple if you miss one tutorial to attend another instead).

In 2019, a number of departments have begun the process of going 'all blended', while the remainder will roll out in 2020.

Assessment practices

We undertook research into the number and nature of assessments being conducted in the Faculty, as well as reflecting on the goals we aimed to achieve with these assessments. We concluded that we were over-assessing. Often this simply means too many assessments. Students do not learn while they are being tested; or, if they are learning while being tested, then by rights we ought to consider such assessments summative, and not record their marks. For honours and other postgraduate students, over-assessment usually means excessive expectations in terms of length.

Accordingly, a number of principles were adopted, most crucially:

- A time budget in terms of the number of credits for each course;
- Postgraduate word limits per degree, ensuring parity across the postgraduate degrees and a standard of overall reasonableness in terms of expected time spent per assessed word.

Changes in word limits were agreed by the Faculty Higher Degrees Committee in 2018 and implementation is occurring now in 2019. The process of incorporating time budgets into undergraduate teaching plans (study guides) is being implemented in 2019.

INTERNATIONALISATION

Internationalisation is multi-faceted, involving the hiring of international staff (covered under Staffing Matters below), the intake of international students, the placement of students and staff on exchange schemes, international research collaboration, high-level partnerships with international universities, and an intangible but nonetheless real orientation towards the world beyond the borders of South Africa.

2018 was a strong year for internationalisation. A survey was conducted among staff in 2018, through which it was established that staff saw as a priority building relationships with Africa, Western Europe and America, and the BRICS countries.

Highlights included the following:

- Talks by international speakers at UJ.
- Talks by UJ speakers at international venues.
- Junior UJ staff placed internationally for doctoral studies (including one at the University of Cambridge).
- More than 100 students on international trips (including Africa-by-Bus to Windhoek and UN trip to Thailand).
- More staff attending Universitas 21 conferences.
- Delegations either coming from or going to a number of international universities to develop institutional collaborations, including King's College London, the University of Cambridge, the University of the West Indies, Linnaeus University, Shandong University, the Southern African Institute for Policy and Research (Lusaka, Zambia), the University of Namibia, the Namibian University of Science and Technology, Midlands University. MOUs are planned with the University of Cincinnati (USA), the University of Ibadan (Nigeria) and the University of Hyderabad (India).

DECOLONISATION

In 2018, the embedding of decolonisation into the Faculty's curriculum and processes continued. In particular, there was a full curriculum redesign programme, which incorporates a decolonised approach not only in the content of the curriculum but by putting student choice at the centre of our model. This answers student calls for more agency in their own learning.

In addition, a large number of seminars, workshops, talks, and other events discussed decolonisation, whether they were scheduled to do so or not. For this reason, quantifying the extent to which the notion of decolonisation has pervaded the thinking of Faculty is not possible (and possibly an expression of a colonial reporting culture?). It is like the notion of reflexivity or critical thinking: it has become part of our DNA.

STAFFING MATTERS

Hiring

In 2018, we overhauled our management of vacancies in the Faculty, with the goals of making better use of our salary budget (we had too many vacancies) and driving strategic hires, including for transformation, internationalisation, staff qualification, and special skills purposes. We made a total of 31 hires, meaning that roughly 15% of our staff as of time of writing joined within the past year. This offers extraordinary opportunities for refreshing the zeal and vigour of the Faculty. Moreover, of the academic hires, there were only two without doctorates, which is an indicator that we are attracting and selecting excellent individuals.

Transformation of the staff body

In 2018, we appointed 17 black, six white and eight international academic staff (of whom three were African Other and one was African American). This is a larger *absolute* number of designated appointments than we have made in any other year. It also made it a very strong year for internationalisation.

As a consequence, black South African academics now constitute the majority of academics in the Faculty, although not yet an absolute majority, at 46,49% (86/185). This puts us about 2% ahead of the University as a whole (44,46%, 550/1 237).

Growth in international hires continues, and our international staff complement is now at 17,84% (33/185). The climb has been sustained ? in 2014 just 7% of our staff were international.

Staff transformation, which is defined in terms of black South African hires, competes with growth in international staff complement. Partly for this reason we are considering transformation and internationalisation together in our strategising, and in 2019 have set up a strategic task team to consider both together. With both black SA and international numbers growing, there has been a sharp decline in the number of white SA hires, the lowest of all three groups in 2018. While continued transformation is necessary, it must be handled in a way that is fair and non-discriminatory.

Promotions

In contrast to the previous two years, there were relatively few promotions in 2018: only four. This is most likely due to cyclical factors: in 2016 and 2017, there were 26 promotions, approaching 15% of faculty. A lull is therefore to be expected. Of the four, one was black South African, one white South African, and the other two black African from outside South Africa. One of the promotees was disabled.

THE WAY AHEAD

The Faculty is taking the bull of change by the horns. It has responded to the challenges of the Fourth Industrial Revolution with a complete overhaul of its teaching, in content, pedagogy and assessment. It is leading on building in interdisciplinarity, customisability, flexibility, and responsiveness to demand from both students and employers. By responding proactively, we stay ahead of the curve, and shape change rather than being shaped by it.

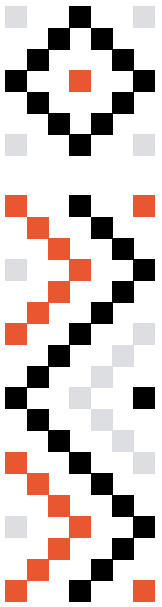
As important as the specific challenges we are facing is the attitude that we display while doing so: an attitude that is courageous yet open, pragmatic yet principled, engaged yet critical. Our future, and the future of humanities disciplines generally, depends on cultivating this attitude. Our 2020 Faculty Strategic Plan has three key themes: looking outward, service to society, and collaboration and cooperation. We are living these themes, and it is working.

We have to keep doing this. It is hard to make any very specific predictions, and the utility of plans is notoriously uncorrelated with how well they are laid. But one can cultivate an attitude that readies one for the inevitable meeting with the unexpected. It is this that we have invested most heavily in. We have hired well; we have made progress with transformation and internationalisation; we have continued to build our research stature; we have grown our finances; we have improved our governance; and, most importantly, we have invigorated and opened our Faculty's institutional culture. They say that culture eats strategy for breakfast. That is why, in a world where change is the only constant, a focus on institutional culture becomes the single most important collective priority. Even though it is almost impossible to measure, we have focused considerable energy here. We are confident that the results will continue to speak for themselves.

A handwritten signature in black ink, consisting of the letters 'AB' followed by a long, sweeping horizontal line that curves slightly upwards at the end.

Alex Broadbent (Prof)

Dean: Faculty of Humanities



Faculty of Law

NATIONAL AND INSTITUTIONAL CONTEXT

Viewed from an institutional perspective, the Faculty of Law may be described as relatively small in comparison to other faculties. However, for reasons that appear below, it has a substantial output. In fact, when the total number of non-law students registered for service modules offered by the Faculty is taken into account, it is one of the largest law schools or faculties at residential universities in terms of the number of students it teaches. The Faculty's rankings speak for themselves. It is ranked at number five in South Africa (out of 17 faculties and schools of law) and six on the African continent by the authoritative QS World University Rankings by Subject 2018. In addition, the 2019 Times Higher Education (THE) World University Rankings by Subject: Law has ranked UJ Law in the Top 187 worldwide in the 151+ band of this Ranking. The Faculty is one of the five South African faculties of law ranked by the 2019 Times Higher Education (THE) World University Rankings by Subject: Law.

STAFF PROFILE

Academic members of staff

At the close of the academic year on 31 December 2018, the Faculty had 49 full-time academic members of staff (including the Dean), who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 13 professors, four associate professors, (compared to one a year ago), 11 senior lecturers, 17 lecturers and four assistant lecturers. All professors, associate professors, nine of the senior lecturers and two of the lecturers of the Faculty had doctorates. The remaining full-time academic members of staff all held master's degrees. Twenty-seven (55%) of the full-time academic members of staff were female and 23 (47%) black. Thirteen had National Research Foundation (NRF) ratings. During the course of 2018, one senior lecturer, three lecturers and one assistant lecturer resigned, while one senior lecturer passed on. The Faculty was fortunate to promote one of its academics from senior lecturer to associate professor and to appoint two associate professors, two senior lecturers, one lecturer and one assistant lecturer.

Non-academic members of staff

The Faculty has 26 budgeted posts available to appoint members of staff (excluding the Executive Dean) on non-academic conditions of service to render support services in structures of the Faculty. They are required to

perform activities relating to academic projects that generate state subsidies. Six of the 26 positions were filled by the Director of the Law Clinic (an admitted attorney), and three principals plus two clinic attorneys rendering professional services at the Clinic. Their appointments are of a professional nature. The University of Johannesburg (UJ) recognises this as such, and that they cannot formally be described as 'support' staff, as it is, for example, possible for them to obtain the title of Adjunct Professor. Of the remaining 20 positions, three were filled by members who render support services in the true sense of the word in the Law Clinic, leaving 17 positions for the Head of Faculty Administration, the Faculty's marketing coordinator, faculty officers, executive secretary and departmental secretaries. One non-academic member of staff was appointed on contract from external funds to render support services in the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), while five were appointed (three permanently) in the Faculty's division administering non-subsidised programmes, and paid from this income. Of the 31 full-time members of staff who were employed on non-academic conditions of service, 24 (77,4%) were female and 19 (61%) black.

TEACHING AND LEARNING

Student profile

A total of 1 669 students were registered in 2018 for the Faculty's undergraduate and postgraduate programmes. For several years now, the majority of students in the Faculty have been female (923), although the percentage of female students decreased marginally in 2018 from 57,6% to 55,3%. The student profile (by race) of law students in 2018 was as follows:

Table 37: Student profile (race)

Race	Number	Percentage
Black	1 323	79,27%
Coloured	86	5,15%
Indian	93	5,57%
White	167	10,01%
Total	1 669	100%

A total of 91,5% of the first-time entering law students who registered in 2018 had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is omitted). A total of 23,1% of the first-time entering law students were from Quintile 5 schools, while 34,2% were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching in the traditional law modules to law students and teaching in service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2018, the module registration in the traditional undergraduate law modules amounted to 6 381, and to 8 888 in the undergraduate service modules. In addition, the registration for modules in the master's programmes in law by coursework, excluding minor dissertation modules, was at 320.

Success rates

Based on HEMIS reporting on course registrations, the success rate in respect of the undergraduate service modules was 76,7% (2017: 78,7%). The success rate in the traditional undergraduate law modules in the Faculty was 86,4% (2017: 85,3%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed positively to the success rates in these modules.

Degrees conferred

The Faculty conferred 336 undergraduate and 58 postgraduate degrees during the graduation ceremonies held in 2018. An honorary doctoral degree was conferred upon Chief Justice Mogoeng Mogoeng, in recognition of his exemplary leadership of the judicial branch of government by steadfastly advancing the constitutional values of

human dignity, equality and freedom; non-racialism and non-sexism; the supremacy of the Constitution and the rule of law.

The number of graduates calculated with reference to the graduation ceremonies of March, June and September over the past 12 years is as follows:

Table 38: Number of undergraduate degrees conferred

Degree	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
BA (Law)	11	30	34	26	36	40	19	30	21	21	35	44
BCom (Law)	68	77	52	67	58	16	45	43	54	51	44	34
LLB	194	235	199	198	140	187	182	232	248	239	256	258
Total	273	342	285	291	234	243	246	305	323	311	335	336

Table 39: Number of postgraduate degrees conferred

Degree	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
LLM (Coursework)	19	21	18	30	22	32	30	48	58	61	68	57
LLM (Dissertation)	0	0	0	3	1	1	0	0	0	1	2	1
MPhil	2	4	2	0	5	3	3	2	Discontinued			
LLD	1	0	1	1	1	3	1	0	2	4	3	3
Total	22	25	21	34	29	36	34	50	60	66	73	61

First Year Experience

At UJ, the First Year Experience (FYE) is built on the premise that every first-year student will be treated with the appropriate respect due to all citizens in South Africa. The FYE has been conceptualised as a holistic programme that encompasses all aspects of the first-year student's experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life through which all first-year students will experience the transition into university life.

The Faculty's first-year programme includes an integrated tutor system. Tutors play an integral role in assisting with teaching and learning at the Faculty and are introduced to first-year students during the First Year Seminar. The tutors form an integral link between the lecturers and the first-year law students, often reporting to the lecturer in meetings, in monthly reports or informally on the variety of challenges that the students face, and engaging with lecturers on plausible solutions to these problems. The tutors also play a fundamental role in mobilising community engagement initiatives among the students. A mentor programme was also established to assist first-year students. Senior students are identified and take part in a training programme to mentor first-year students in the Faculty. The structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. The purpose of such visits is to ensure that learning takes place by way of a cross-pollination of information. All first-year students take part in Moot Court activities during the year. Magistrates, judges and prosecutors take time from their busy schedules to speak to the students about their work. Students are also able, by being exposed to the above, to gain some immediate insight into the workings of the legal justice system.

Teaching innovation and quality control

The Faculty supplements its existing student retention and monitoring strategies with an evidence-based, advanced student retention solution that is integrated with Blackboard and is known as Blackboard Predict. During 2018, all

undergraduate programmes made use of Blackboard, enabling access to this additional at-risk management tool. Blackboard Predict uses weekly data linked to online student learning activities, such as quizzes, downloads and flipped classroom activities to provide lecturers, tutors, heads of departments and Faculty administrative staff with real-time, understandable, actionable and early alerts so that they may more readily and speedily reach out to at-risk students. The integration of the diagnostic tools available on the online platform enables staff to address student success more holistically.

Another innovation in blended learning is the new, credit-bearing module on research methodology for final-year LLB students, which uses the best elements of blended learning to assist final-year students in mastering essential research skills. To further strengthen teaching and learning skills, the Faculty established teaching and learning committees across the year groups to address topical issues in teaching and learning, including Fourth Industrial Revolution (4IR) integration in the curriculum, decolonisation and managing priority modules. On 4IR and the curriculum, the Faculty conducted a survey to establish to what extent the existing courses already incorporate aspects of 4IR. The survey showed that the Faculty has already made changes in coursework and has introduced pedagogical interventions across the board to prepare graduates for the world of work where they will be confronted with a much changed environment because of the Fourth Industrial Revolution.

As far as quality control is concerned, the Faculty's LLB programme was re-accredited by the Council on Higher Education. In addition, the Faculty had three internal programme reviews, including the LLM in Labour Law and two short learning programmes, namely the short learning programmes in Compliance Management and in Basic Interpretation Theory.

Moot courts

The Faculty of Law's top undergraduate achievers are given an opportunity each year to participate in local and international moot court competitions. Aside from hosting the Faculty's annual First-year Moot Court Competition, teams participated in a number of other competitions.

Completed competitions (2018)

During February, the Faculty of Law participated in the Oxford Price Media Moot Court Competition, African rounds 2018, hosted at the University of Johannesburg. The UJ team was placed in a commendable fourth in African rounds of the Oxford Price Media Moot Court Competition and subsequently qualified for the international round of the said competition, which was hosted in March at the University of Oxford, England. However, the UJ team did not make it beyond the preliminary rounds in the international round.

During March, the Faculty of Law participated in the 2018 Phillip C. Jessup International Law Moot Court Competition, South African rounds, which were hosted at Advocates Chambers, Sandton. The UJ team made it to the final where they narrowly lost to the University of Pretoria and subsequently landed a runners-up place at the competition. During May, the Faculty of Law submitted memorials for entry into the 10th Nelson Mandela World Human Rights Moot Court Competition (2018) held in Geneva, Switzerland. The final participants for the competition were determined solely on their written memorials submitted prior to the competition. Unfortunately, the UJ team did not make the shortlist of ten African teams. During August, the Faculty of Law participated in the 27th African Human Rights Moot Court Competition (2018) held in Accra, Ghana. The UJ team competed admirably at the competition and managed to achieve a ranking of 11th out of the 54 teams that participated in the competition. From 2 to 5 October 2018, the University of Johannesburg participated in the 14th Annual Kovies Moot Court Competition held at the Supreme Court of Appeal, Bloemfontein. All four teams sent by the University to the competition made it to the six-team final of the Competition. At the awards ceremony, the UJ team was declared the Competition's best team and received the trophy for the 'Best Overall Team 2018'.

The University of Johannesburg participated in the 2nd Annual LexisNexis Moot Court Competition held at the University of Pretoria from 1 to 13 October 2018. The University of Johannesburg also participated in the 9th Annual Child Law Moot Court Competition held at the Centre for Child Law, Pretoria, from 19 to 20 October 2018.

In addition to the formal moot court competitions, all students registered with the Faculty are afforded the opportunity to prepare written heads of argument and present oral arguments in the UJ Moot Court as part of

their assessment in the modules, Introduction to Legal Studies, and Law of Civil Procedure. The Faculty considers activities of this nature as integral to the law curriculum and essential to equipping students with the necessary skills, knowledge and assurance to enter into and succeed in the legal profession.

Non-subsidised programmes

In 2018, the Faculty presented 10 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law, a national diploma in law and the drafting and interpretation of contracts. Several of the programmes are presented in two- to three-year cycles and comprise a multitude of modules. In 2018, there were 1 909 students enrolled for these programmes. Of these, 1 450 students successfully completed either the modules or the programmes for which they were registered. The programmes drew students from several African countries, mostly from the SADC region, but also from countries further afield. The programmes generated a gross income of more than R23 million, which resulted in a net surplus to the Faculty in excess of R9 million. More than R1 million thereof is utilised to fund the operations of the Law Clinic.

Recognition of top achievers

The Annual Prestige Event is a prize-giving function that has become an established event on the Faculty's calendar. The event is attended and supported by a range of stakeholders, including most of the top law firms in the country, members of the judiciary, bar, side bar and business world. During the Prestige Event held in May 2018, awards, prizes and bursaries were awarded in more than 70 categories.

The occasion provides an ongoing positive and healthy link between the Faculty and its sponsors, alumni, student prize winners and their parents.

Bursaries and meal vouchers

During 2018, the Faculty granted 16 internal bursaries, for a total amount of R304 400 (to assist in paying tuition fees). Cliffe Dekker Hofmeyr (CDH) attorneys allocated R1 million and bursaries were granted to 34 students, including first-year law students. Many of our students live with a grandparent who receives a social grant or with a sibling. A number of students are part of families where their income is just above the NSFAS means test; however, they are still unable to pay tuition fees. Many of these parents are nurses and teachers and cannot afford tuition fees. The bursary amounts varied from R10 000 to R35 000. Students that receive bursaries form part of a mentor group. They have to consult regularly with a lecturer in respect of their academic performance as well as discuss challenges they experience and provide reports on their progress. Between them, these students obtained 78 distinctions.

In 2018, the Faculty granted 73 meal bursaries in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest in the Student Centre. Between them the students received 57 distinctions. These students are also encouraged to consult with the lecturer on their academic performance during the year. This is a clear indication of the need for assistance among our students. The need for both financial aid and food has increased year-on-year since the Faculty started the scheme in 2009.

Local partnerships

The Faculty's partnerships with local firms of attorneys and auditors resulted in several practising attorneys, advocates and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers were involved in coordinating and presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. The Faculty's relationship with the profession enables it to work closely with various law firms, for example, in securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. Prominent South African law firms, like CDH and Werksmans Attorneys, formed part of the Faculty's First Year Experience programme and gave aspiring lawyers a sense of what they can expect when they enter the legal fraternity. In addition, many other law firms and other organisations within the

legal industry attended the annual UJ Law Career Fair in March 2018. The Faculty and PsyCaD hosted this event jointly. The Faculty's relationship with relevant stakeholders in the industry has marked benefits for not only the Faculty and academic staff members, but ultimately also for its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. For example, Judge Edwin Cameron (Judge of the Constitutional Court of South Africa) addressed the first-year students during the First Year Seminar held in January 2018.

Members of the academic staff continuously engage with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, magistrates, auditors, public and private enterprises, as well as to cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. They are called upon to provide leadership and technical assistance inside and outside the University and in both local and international arenas. They do so in various capacities, including, but not limited to, acting as members of working groups, steering committees, editorial boards, non-governmental entities and discipline-related societies.

International partnerships

The Faculty has active exchange agreements with 24 foreign universities, namely Beijing Normal University (China), Erfurt University of Applied Sciences (Germany), Free University of Amsterdam (the Netherlands), Friedrich-Schiller University of Jena (Germany), International University of Business Agriculture and Technology (Bangladesh), Masaryk University (Brno, Czech Republic), National Law University in Delhi (India), National Law University in Jodhpur (India), Reykjavik University (Iceland), Saarland University (Germany), Strathmore University (Nairobi, Kenya), University of Antwerp (Belgium), University of Augsburg (Germany), Universidade Agostinho Neto (Angola), University of Cape Coast (Ghana), University of Cornell (Ithaca, New York), Universidad Externado de Colombia (Colombia), University of Ljubljana (Slovenia), University of Malawi (Malawi), Palacky University (Olomouc, Czech Republic), Pontificia Universidad Catolica (Santiago, Chile), Universidad Pontificia Comillas Madrid (Spain), Yeditepe University (Istanbul, Turkey), and Zanzibar University (Tanzania). It also has a cooperation agreement with the Graduate School of the Public Prosecution Service of Brazil. During 2018, a Memorandum of Understanding (MOU) was concluded with both the University of Zurich (Zurich, Switzerland) and the University of Bielefeld (Bielefeld, Germany).

In addition, the Faculty and its members have strong international relationships, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is a member of the International Association of Law Schools (IALS). It actively participates in the activities of the IALS, which include the African Leadership Forum and the IALS Global Meeting.

RESEARCH FOOTPRINT AND IMPACT

Publications, conferences and seminars

Publications

The Faculty anticipates that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of at least 98 subsidy-generating publication units in respect of articles, books, chapters and conference proceedings published by members of the Faculty. Faculty members were involved in editing several books, and contributed chapters to non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications, which include articles in non-accredited journals and several book reviews.

Conferences, seminars and workshops

Annually, Faculty members present approximately 90 research papers at conferences, symposia, workshops and the like. The Faculty organises research workshops (indabas) and seminars and undertakes other initiatives, such as facilitating the attendance and presentation of papers at national and international law conferences, to enhance the publication and research output of staff members. It focuses specifically on the development of the research capacity of junior staff members. At these occasions, staff members present papers on research projects in progress, completed research before its submission for publication and, sometimes, for the benefit of all Faculty members, papers that have already been presented at national or international conferences.

Fourth Industrial Revolution (4IR)

The Faculty hosted an internal Research Indaba on 1 September 2018 focusing on Law and 4IR. Most of the papers presented there will be published in a book in 2019.

Postgraduate research, mostly in the form of some minor dissertations, also started to focus on 4IR, and it is a trend that will continue in 2019.

Public events

In addition to events mentioned elsewhere in this executive summary, the Faculty hosted numerous noteworthy conferences, seminars and lectures. A highlight was hosting Justice Mogoeng Mogoeng at an evening event during March. Also during March, UJ Prof Wim Alberts, an acclaimed IP expert, hosted a conference covering specialist topics within the field of intellectual property. During May, the annual Prestige Event took place, and during June UNIDROIT guest speakers addressed the topic of *MAC Protocol to the Cape Town Convention: The Future of the Mining, Agriculture and Construction Sectors* at a public lecture co-hosted by the UJ Law library.

September and October were busy months with no less than six big events that took place in the Council Chambers and the Library Auditorium. Public lectures and conferences included that of John Dugard on International Law; Labour Law and the Fourth Industrial Revolution; expropriation of land without compensation and its relationship to the justification of expropriation, in particular the reasonableness of the expropriation; Mandela as a lawyer; Japanese Private International Law of Contract; and a programme in gender equality.

The South African Law Deans Association (SALDA) was hosted a few times and as always, SAIFAC hosted numerous Friday seminars during the year, covering an array of topics.

A highlight within the Faculty is the Annual Banking Law Update (ABLU), which is presented by UJ's Centre for Banking Law. It is a well-established event that has formed part of the South African conference calendar since 1978. During 2018, the event was hosted at the law firm, Hogan Lovells, based in Sandton.

Last but not least, the UJ Law Student Council organised the 2018 Law Ball during November, which is a black tie event to bid farewell to final-year law students.

Research structures

The Faculty has four active research centres, namely the Centre for Banking Law (CBL), the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC). In addition, the Faculty hosts the Research Chair in International Law under the National Research Foundation (NRF) South African Research Chairs initiative. The research centres and the Research Chair in International Law produce publications, arrange seminars and submit reports to national and international bodies.

Centre for Banking Law

The past year was a good one for the Centre for Banking Law.

Its main event, the Annual Banking Law Update (ABLU), was held in the auditorium of the international law firm, Hogan Lovells, in Sandton on 27 September. It was attended by some 120 delegates and generated a significant profit. In accordance with ABLU tradition, all delegates received, on the day of the conference, two publications: (i) the ABLU book (peer-reviewed and published by Juta); and (ii) the ABLU brochure containing presentations aimed more at practitioners and bankers than academics. The ABLU book contained eight papers, which should generate five publication units for the University of Johannesburg. Two papers dealt directly with aspects relating to the Fourth Industrial Revolution (block chain and cryptocurrencies) and a further two indirectly. Although the ABLU book has long been part of ABLU, this was the first year it was peer reviewed.

In addition, Prof Hugo presented two workshops under the banner of the Centre in collaboration with the Johannesburg Chamber of Commerce and the International Chamber of Commerce (SA), which were held on 27 June and 13 November, respectively. Both drew significant audiences and generated profit for the Centre. The first dealt with independent guarantees and the second with trade financing instruments.

Apart from Profs Hugo and Du Toit (the directors of the Centre), five visiting researchers were hosted: Profs Locke and De Jager, and Drs Vessio, Spruyt and Marxen, all of whom have submitted publications in this capacity over the course of the year. Moreover, Ms Camille Grizet (from the Sorbonne in Paris) applied to visit the Centre as a visiting researcher during the course of 2019, and the Centre is looking forward to hosting her.

The Centre remains well-supported by the industry as well as by the Faculty.

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

In 2018, the Centre for International and Comparative Labour and Social Security Law (CICLASS) celebrated its 24th year of existence. CICLASS has maintained a number of collaborative relationships with colleagues and institutions locally (e.g. with the Southern Africa Trust) and overseas (e.g. with the Max Planck Institute for Social Law and Policy, Munich, Germany). In addition, CICLASS regularly participates in the activities of the Southern African Social Protection Experts Network (SASPEN). CICLASS staff published one subsidy generating article, one non-subsidised article and five book chapters in 2018. The Director co-edited a book published by Wolters Kluwer. Furthermore, CICLASS staff presented papers at several local and international conferences.

Research Centre for Private International Law in Emerging Countries

The Research Centre's strategic focus areas are International Commercial Law and Private International Law. The targets are in the areas of teaching and learning (including the flagship LLM programme in International Commercial Law and a joint doctoral programme with the University of Lucerne), capacity building, research, social impact (with a focus on regional and international impact), contact with regional and international organisations and arranging conferences, seminars and workshops.

During 2018, Prof Saloni Khanderia of the Jindal Global Law School in India and Mr Justin Monsenepwo (Democratic Republic of Congo/Germany) were appointed as senior research associate and research associate, respectively.

Approximately twelve students completed the LLM in International Commercial Law in 2018 (approximately 40% of these foreign students), which is now the second largest LLM programme in the Faculty of Law (measured as to the output of the number of students). The programme, which has been described in a peer review report as "an exceptional programme, with high international profile, aligned to UJ's GES strategy and filling a niche in the market", continues to follow a wide comparative and globalised approach, *inter alia* by the participation of outstanding foreign scholars. Nevertheless, an exceptional pass rate of 100% was obtained in all modules (International Commercial Law A, B and C).

One student registered under the joint LLD programme with the University of Lucerne. He completed one of the mandatory residence periods and has completed 75% of his doctoral thesis. Three other students (from Ghana and Nigeria) registered for an LLD during 2018, all with topics that are directly relevant for the proposed African Principles on Commercial Private International Law.

Staff of the Research Centre produced ten accredited articles (accredited units: 10) and delivered six papers at national and international conferences. Three papers were presented at a pioneering conference on artificial intelligence and the law. Research and other academic visits were undertaken to Canada, China and the Netherlands.

A report was provided on request to The Hague Conference on Private International Law on the role that The Hague Principles on Choice of Law in International Commercial Contracts could play in the revision of the proposed draft Uniform Law on the Law of Obligations of Organisation for the Harmonization of Corporate Law in Africa (OHADA). Commentary was provided, on request, to the South African delegation at the Special Commission of The Hague Conference on Private International Law on the Preliminary Draft Convention on the Recognition and Enforcement of Judgments in Civil and Commercial Matters. A report was provided to the OHADA Secretariat on the private international law aspects of contractual capacity for the purposes of the revision of the proposed draft Uniform Law on the Law of Obligations of OHADA. A report on the review of the Mexico City Convention on the Law Applicable to International Contracts was provided on request to the Organization of American States. Two reports were provided to the South African Law Reform Commission in respect of the private international law aspects of the revision of two important statutory instruments.

Current projects of the Research Centre include the African Principles on Commercial Private International Law, a global commentary on The Hague Principles on Choice of Law in International Commercial Contracts, to be published by Oxford University Press (UK), a *Festschrift* for a professor of Cambridge University, to be published by Eleven in The Hague, and the drafting of a code of private international law of contract for the Democratic Republic of Congo.

The Director was a member of the Governing Council of UNIDROIT for five years. The Deputy Director was chosen as the South African government's official candidate for membership of the Governing Council for 2019 to 2023. In December 2018, he was chosen as such by the member countries of UNIDROIT. He was also promoted to the rank of associate professor. The Law Library remains the repository library for both UNIDROIT and The Hague Conference on Private International Law. The Director was chosen as a member of the Academy of Science of South Africa.

The Research Centre arranged four public lectures, seminars and conferences, including a conference with UNIDROIT and Department of International Relations and Cooperation (DIRCO), opened by the Deputy Minister of International Relations and Cooperation. As a result of the conference and the Deputy Minister's support for the Mining, Agriculture and Construction (MAC) Protocol, the diplomatic conference with respect to the MAC Protocol will be held in Pretoria at the end of 2019. Another conference, on Indian and South African Private International Law of Contract in the context of BRICS, was opened by the Consul-General of India to Johannesburg. In addition, a seminar was held on Japanese Private International Law of Contract. Finally, a seminar was held with a delegation of the largest Chinese arbitration institution.

The Research Centre has generated more than R4 million of funding for the Faculty of Law/UJ up to date. This includes nGap funding and approximately R1 million in the form of subsidy for accredited publications (it excludes subsidy for and tuition fees of students).

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

In 2018, SAIFAC continued excellent work done in previous years in building its profile both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus). SAIFAC's achievements in the past year are best understood in relation to the key strategic goals that SAIFAC has set for itself.

Producing high quality research is a key part of SAIFAC's mission. In the past year, with a small number of staff, SAIFAC has produced 10.5 publications, all of which were Department of Higher Education and Training (DHET) accredited. Of these units, 7.5 were either in internationally accredited journals or books published internationally. A highlight was SAIFAC's director publishing a co-edited Edward Elgar book on the *Separation of Powers* in collaboration with Prof David Landau (Florida State University) as well as a journal article emerging from his inaugural address in the esteemed *Human Rights Quarterly Journal*.

SAIFAC has been one of the key institutions in South Africa organising high-level academic engagements in its focus areas (constitutional, human rights, public law and international law). The first part of the year saw the holding of a seminar to launch research that SAIFAC was commissioned to conduct on behalf of the Centre for Constitutional Rights. SAIFAC prepared reports on the Right to Assembly as well as the Right to Freedom and Security of the Person.

Prof David Bilchitz, while on sabbatical, was co-organiser of a conference in Berlin, together with academics from Humboldt University and the University of Nuremberg-Erlangen, on 'A treaty on business and human rights: Background, function and elements'. The conference was extremely well-attended with around 100 persons at the opening lecture delivered by Prof Bilchitz and around 80 remaining for the rest of the seminar.

SAIFAC continues to be centrally involved in the journal *Constitutional Court Review*, and its yearly conference took place between 2 and 3 August 2018. SAIFAC also spearheaded collaboration between Externado University in Colombia and the University of Johannesburg, which reached its fruition in a conference hosted by SAIFAC at the University of Johannesburg on 3 and 4 December 2018. The theme was on 'Transitional and distributive justice in Colombia and South Africa'.

SAIFAC continues its fruitful association with the Konrad Adenauer Foundation, which continues to be a source of financial assistance and support to SAIFAC for these public engagements. SAIFAC also runs seminars during the university term with a range of excellent speakers engaging with cutting-edge topics. Academic engagements have happened not only in South Africa; SAIFAC staff have also continued to present in different parts of the world. In 2018, they presented in Aix-en-Provence, Berlin, Geneva, Gaborone, Münster, New Delhi, Oxford, Ramallah, Seoul and Tel Aviv.

SAIFAC continues working to make an impact beyond the policy sphere and to advance human rights and constitutionalism in this area. In 2018, it instituted two pilot seminars that sought to place the spotlight on deficits in constitutionalism in Zimbabwe and Cameroon. The seminars were great successes and will be built on in 2019 with a new SAIFAC Africa Forum.

The Director of SAIFAC continued his work trying to help develop a Treaty on Business and Human Rights. A workshop was held at SAIFAC in September 2018 with civil society organisations to develop a common South African approach to the first draft of the Treaty. Prof Bilchitz was then asked by the Inter-governmental Working Group on Business and Human Rights in Geneva to address them on two sections of the treaty and provide input to the process of negotiating a treaty on business and human rights.

SAIFAC continued with its involvement in and support for the Constitution Hill Debating Tournament, which helps contribute towards the building of a culture of human rights in South Africa. The project seeks to educate young learners about these rights but also teaches them the skills of how to defend these rights through debating. The Deputy Director and the Director attended some of these events and took part in the final adjudication. The finals took place in the historic Women's Jail, and the Director was invited to address the scholars and motivate them to defend and advance fundamental rights.

Importantly, it was announced at the World Congress of Constitutional Law in Seoul, Korea, that SAIFAC and the University of Johannesburg would host the World Congress of Constitutional Law in 2022.

SAIFAC continues its mission to nurture and develop a new generation of public law academics. Dr Justin Wanki joined SAIFAC as a postdoctoral fellow in 2018. He had a productive year and was given the opportunity to go to the World Congress of Constitutional Law in Seoul, Korea, in June 2018, as well as to the African Network of Constitutional Law conference in October 2018. Raisa Cachalia continued as an impressive researcher at SAIFAC. She played an integral role in running the collaboration between SAIFAC and Externado University.

In terms of honours, Prof Bilchitz was re-elected Secretary-General of the International Association of Constitutional Law at the World Congress of Constitutional Law in Seoul 2018. He was appointed as a visiting research professor at Tel Aviv University as well as at Humboldt University in Berlin during his sabbatical. Prof Bilchitz also delivered a keynote address at Humboldt University in Berlin. Dr Justin Wanki was awarded a scholarship to attend a special programme run by the Korean local organisers for a range of promising young scholars in Seoul, Korea, around the World Congress of Constitutional Law.

Research Chair in International Law

Ten papers were presented at international conferences by members of the Research Chair in International Law (the Chair). Two doctoral students successfully completed their theses and obtained their LLD degrees in 2018. Visiting scholars from Estonia and Russia were hosted by the Chair. In addition, the Chair successfully organised the inaugural John Dugard lecture in International Law which was delivered by Judge James Crawford of the International Court of Justice. Two postdoctoral research fellows were also honoured with visiting fellowships overseas. Dr Thompson Chengeta spent three months at the Bonavero Institute of Human Rights at the University of Oxford, and Dr Martie Bradley spent three months as a visiting researcher at the Palacký University, Olomouc, Czech Republic as part of the European Union's mobility programme. Dr Thompson Chengeta and Dr Cristiano D'Orsi were awarded Postdoctoral Research Fellows' Excellence Awards. These awards are in recognition of their outstanding contributions based upon research outputs and academic citizenship at the University of Johannesburg.

Law Library

Nine law library assistants, consisting of eight undergraduate students and one postgraduate student, were appointed for 10 hours per week and the postgraduate student for 20 hours per week in the Law Library in 2018. As in the past, they continued to deliver a very important service to staff and students alike. These assistants form an integral part of the service offered by the Law Library when training undergraduate students. Training sessions were conducted for the first-year students in the following modules:

- Legal Skills (law library orientation): 45 sessions of one hour each (321 students);
- English for Law (research training): 7 sessions of 45 minutes each (119 students);
- Introduction to Legal Studies (moot court research training): 14 sessions of one hour each (243 students).

In 2018, the Research Methodology course was introduced for the final-year LLB students in four of the modules (Cyber Law, IP & Competition Law, International Trade Law, and Social Security Law). The law librarians conducted 13 training sessions of one and a half hours each to 279 students in the respective modules. The Law Library Research Guide for Undergraduates (Senior Student Support) was compiled to assist students to locate the various library resources, in print and electronic format, for the dissertation they had to submit. Additional sessions were scheduled throughout the year for students who needed more in-depth training in locating information sources.

Fourteen postgraduate subject specific training sessions of two hours each were offered to LLM students (by coursework) and were attended by 74 students. The law librarians trained master's (by research) and doctoral students individually per appointment. Law Library orientation was offered to approximately 275 students in the Postgraduate Diploma in Labour Law. The law librarians also assisted students who needed additional training.

The Faculty of Law Research Guides on the Library website are the starting point for training students and also serve as an online communication tool. These guides provide guidance to students and researchers on locating different sources in the Law Library in print and electronically. The law librarians continuously update the guides with relevant information on resources available to students and staff. Once again, the usage statistics for these guides were the highest of all faculties within UJ with a total of 140 404 visits.

Three events took place in 2018 in which the Law Library collaborated with the Faculty of Law:

- Workshop: Research Centre for Private International Law in Emerging Countries – *'MAC Protocol to the Cape Town Convention: The Future of the Mining, Agriculture and Construction Sectors'*. Speakers: Prof Anna Veneziano (Secretary-General (ad interim)), UNIDROIT, and Mr William Brydie-Watson, (Legal Officer), UNIDROIT on 13 June 2018;
- Public Lecture: Adv T Nqckaitoba – *'Mandela as a Lawyer'* on 25 September 2018;
- Conference: Research Centre for Private International Law in Emerging Countries – *'Private International Law in India and South Africa: A Shared Future in BRICS'* on 21 November 2018.

The Law Library was honoured to welcome visiting academics such as Prof Veneziano and Mr Brydie-Watson as well as the Consul General of India, Dr KJ Srinivasa. Dr Srinivasa offered to arrange for books on Indian Law to be donated to the Law Library.

A total of 1 459 book titles were added to the law collection. The electronic law collection was also expanded by purchasing databases, such as Darts-ip and Legal Source. Various electronic reference sources from Brill and Edward Elgar Publishers were added to the law collection. The subscription to My LexisNexis All Africa Library included on the LexisNexis database will enrich researchers involved in African legal research.

Journal of South African Law

Since its launch in 1976, a symbolic year in our country's history, the *Journal of South African Law (TSAR)* has matured, with inclusion since 2009 on an internationally acknowledged leading list of accredited journals (in the *Social Sciences Citation Index*, SSCI, under the auspices of Thomson-Reuters in the US). It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, included in the ERA recognised list of Scientific Journal for Australia, and has been available on HeinonLine electronically for more than two decades, albeit with a hold-back condition. This international coverage has enlarged the footprint internationally of the journal and the research published in it to the advantage of the authors, and indirectly serves as a showpiece for this institution.

The average words per printed page is 665 words per page making it the most densely printed legal journal in Africa and among the first in the world. The journal appears punctually four times a year. *TSAR* is published by the well-known commercial publisher Juta & Co in Cape Town and the only income to sustain the publication is subscriptions by the paying subscribers. It is currently also contained in Juta's Electronic Journal repository.

TSAR is one of South Africa's most voluminous journals and consisted in 2018 of 836 pages. Taking into account that *TSAR* publishes more than 650 words per page in comparison to the average of 450 words per page of the next best two recognised general law journals in this country, it may be argued that the contribution of *TSAR* towards publication of serious first league legal research results is currently unequalled.

During the reporting year, a total of 965 pages were published. This consisted of 51 academic articles that met the stringent double-blind peer-vetting requirements, including 27 from non-UJ affiliated contributors of whom seven are foreigners from *inter alia* Germany and Cameroon. *TSAR* also managed to publish book reviews by some of the foremost leaders on the respective disciplines internationally. *TSAR* remains the only African legal journal where all content is micro disseminated for purposes of the world renowned German index known as the KJB.

The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years, including by the Constitutional Court and by the Supreme Court of Namibia. This is deemed to be the best measure to weigh the real impact factor of any legal contribution worldwide and is to be preferred to the so-called citation counting that is acceptable among some other disciplines lacking such an objective impact measuring tool.

COMMUNITY SERVICE

Law Clinic

The UJ Law Clinic uses clinical legal education to train final-year law students on live clients and real cases. It operated from three offices, namely the Soweto Campus (SWC) Law Clinic (with two attorneys), the Doornfontein Campus (DFC) Law Clinic (with one attorney) and the Auckland Park Kingsway Campus (APK) Law Clinic (with two attorneys). In total, 288 final-year LLB students were initially registered for the module, Applied Legal Studies, of which the Law Clinic forms part, and of these a record number of 280 students were still registered at the end of the year. Of these students, 276 completed their clinical work in the Law Clinic, which entails a combination of community engagement and service learning.

Due to the new record student numbers and the ever-increasing extent of the continuous challenges that this poses on human resources and physical resources, the Director arranged an Indaba for all staff of the Law Clinic on 15 to 16 January 2018. Outcomes from this meeting included the need to redesign all forms used in the Law Clinic and the addition of new forms and rubrics. Principal Attorney of the DFC Law Clinic, Mrs Elize Radley, did a massive body of work and designed and presented a whole set of draft documents. It was further resolved to pair students with 'small firms' at the Clinic in order to deal with the workload, and to lower the number of legal clinical hours to 65 per semester. The Community Service work at a non-governmental organisation (NGO) or non-profit organisation (NPO), which adds another 10 hours, was retained.

The UJ Law Clinic uses clinical legal education to train final-year law students on live clients and real cases. The UJ Law Clinic received accreditation and certification from the Law Society of the Northern Provinces to operate as a Law Clinic in terms of the Attorneys Act, 53 of 1979. The case work forms part of access to justice, and is classified in terms of UJ policy as community engagement, entailing both service-learning and work-integrated learning.

In total, 976 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free legal services rendered by the students, when considered against a low to average bill-out rate amounting to R1 000 per hour in any private attorney's practice, amounts to R17.9 million.

Three attorneys and the Director attended the University of Stellenbosch Law Clinic Conference in Stellenbosch from 19 to 20 July 2018. Miss Gök?en Effendi from the APK Law Clinic made a presentation on 'A UCT Law Clinic case study for determining the primary function of law clinics within a South African context', the Director, Eddie

Hanekom, presented on 'The influence of the goals of Clinical Legal Education on the attorney-client relationship,' and SWC Law Clinic attorney, Elton Hart, presented on 'UJ Law Clinic perspective: We need a 25-hour day'.

The two attorneys at the SWC Law Clinic continued to represent minor children in Children's Court matters, mostly as a result of being appointed by the Children's Court to act on behalf of children. One of the attorneys again was a court-appointed representative for minor children in a The Hague matter (in terms of The Hague Convention on Abduction, as per section 279 of the Children's Act) in the High Court of South Africa, Gauteng Local Division, Johannesburg.

A number of seminars for the profession, which were presented by the Law Society of South Africa, Legal Education and Development, were attended by the attorneys and the Director on a variety of topics.

The UJ Law Clinic received a visit from representatives from the Vaal University of Technology on 16 March 2018 who wanted help with the requirements for setting up their own University Law Clinic.

Hosted by the Principal Attorney at the DFC Campus Law Clinic, a highlight was a visit on 26 April 2018 to the DFC Campus Law Clinic by a large delegation of staff and students from the Allard School of Law, University of British Columbia, in Canada. This happened under the supervision of Prof Michelle LeBaron, who is an internationally recognised interdisciplinary scholar on conflict transformation, arts and resilience. We co-hosted the delegation with Prof Kim Berman from FADA. The delegation interacted with our staff and students, and Dr Marius van Staden from the Faculty also addressed them on the intricacies of our Constitution and issues relating to transformation.

Principal Attorneys, Mrs Natasha Naidoo and Mrs Alet Beyl, as well as attorneys, Elton Hart and Miss Gökşen Effendi, also attended the Clark's Attorneys Family Law Conference in Johannesburg in October, liaising with family advocates, other family law lawyers and professionals dealing with issues in that field.

The Director continued to serve as the Vice-President of the South African University Law Clinics Association (SAULCA). In this capacity, the Director also made representations to the erstwhile Law Society of South Africa and to the newly elected Legal Practice Council National Forum for Legal Practitioners and, together with the President of SAULCA, met with Deputy Minister of Justice and Constitutional Development, Mr John Jeffery, in Pretoria on 26 July 2018. This meeting resulted in the Minister undertaking to publish an amendment to the Legal Practice Act. The Director further attended the South African Law Reform Commission's International Conference on 'Access to justice, legal costs and other interventions' in Durban from 31 October to 2 November 2018 to convey the position of university law clinics. On 31 October 2018, the Director further met with the deputy-chairperson of the Legal Practice Council, Advocate Anthea Platt, SC, and with council member, Mr Anthony Millar, on the issue of University Law Clinics, which arose as a result of the full implementation of the Legal Practice Act 28 of 2014.

FACULTY GOVERNANCE

The Executive Dean's Committee of the Faculty, which operates within the policies of UJ, is the management committee of the Faculty. The Committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, faculty administration, academic matters, community service and transformation. This system has worked well in the past, owing to the fact that the Executive Dean, Vice-Dean, Head of Faculty Administration and all the Heads of Department are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes including supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty, and the continuous improvement of the Law Library.

THE WAY AHEAD

The Faculty will continue in 2019 to support the development of its junior members of staff through a variety of interventions, which include a structured mentorship programme, research and postgraduate supervisory capacity development programmes and teaching relief to complete doctoral studies.

In addition, it will continue to collaborate with the relevant University structures to improve the success, throughput and on-time completion of its undergraduate, postgraduate and continuing legal education students. As regards research, the Faculty is determined to produce innovative research in the topical area of law and 4IR.

CONCLUSION

The Faculty of Law at UJ has grown from strength to strength. This is attributable to the unwavering support of the Management Executive Committee of the University and to the hard work and dedication of the members of the Executive Dean's Committee, academic and support staff members of the Faculty as well as the alumni, friends and partners of the Faculty. I thank each and every one of them from the bottom of my heart.

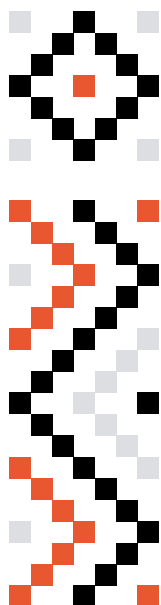
Kgosi ke kgosi ka batho (a chief is only a chief through the will and approval of the people).



Letlhokwa George Mpedi (Prof)

Executive Dean: Faculty of Law





Faculty of Science

In 2018, the Faculty of Science affirmed the building blocks of the Fourth Industrial Revolution as being fully engaged human resources, as well as knowledge creation and implementation, without which the next industrial revolution would not be possible. The Faculty once again improved upon the manner in which we generate new knowledge and develop leading scientists and technologists.

In demonstrating the Faculty of Science's deep commitment to the University of Johannesburg's overarching goal of excellence and stature, the following objectives in key areas of performance were:

- fostering an enabling environment conducive to excellence in teaching (exemplified by the international accreditation of programmes), research (98% international publications and joint postgraduate programmes with some of the world's top 100 universities) and innovation (registered patents and agreements with relevant industries);
- being accessible to a wide range of students (e.g. increased diploma and extended degree enrolments);
- presenting high quality (newly signed joint programme with Tohoku University in Japan) and relevant programmes (involvement in the SteDe programme in Sustainable Territorial Development with Università di Padova, KU Leuven, and Université Paris 1 Pantheon-Sorbonne);
- conducting high quality, high impact research (e.g. increased number of *Science* and *Nature* group of publications);
- productively utilising our highly competent, qualified and motivated staff (e.g. increased numbers of improved and first-time NRF ratings);
- fostering collaborative activities with other institutions, relevant industries and the community (e.g. involvement in the Global Future Council on Cybersecurity of the World Economic Forum);
- enhancing the impact of the Faculty in terms of its public and community engagement (e.g. online and offline Short Learning Programmes (SLPs), two of which serve government departments, namely an offering to the Education SETA by Geography, Environmental Management and Energy Studies (GEMES), and another by the Academy of Computer Science and Software Engineering (ACSSE), which serves the State Security Agency);
- ensuring successful involvement with Science Education for learners and teachers, (primarily through the Soweto Science Centre).

The University of Johannesburg (UJ) was ranked highly by the top international university rankings agencies in 2018, with the Faculty of Science making a substantial contribution to the institution's global impact. For example, the University was ranked by the Times Higher Education Physical Sciences Subject Ranking as being among the Top 500 globally in terms of Physical Science (including Mathematics, Statistics, Physics, Astronomy, Chemistry, Geology, and Environmental, Earth and Marine Sciences). Furthermore, US News Best Global Universities rankings placed UJ Chemistry in the first position for all of Africa. The University's Geography and Physics offerings were both ranked third in South Africa by the 2018 QS World University Rankings by Subject and by US News Best Global Universities rankings, respectively. UJ has been ranked in the 301-400 band (top 400) in the world for



Physics in the latest 2018 edition of Shanghai Ranking's Global Ranking of Academic Subjects (GRAS); UJ is one of four South African universities ranked for this subject and is in joint second position (with Wits) nationally. In February 2019, the QS Maple Rankings were updated, showing that the University is positioned within the 451-500 bracket globally and fourth nationally, for Physics and Astronomy, and within the 501-550 bracket globally and sixth nationally, for Chemistry.

The Faculty is internationally competitive because of its excellently qualified staff (98,31% of permanent academic staff have master's or doctoral qualifications), and nationally relevant because of sustained employment equity: 46% of our whole-staff complement (i.e. academic, technical, and administrative) come from designated groups. As usual, our most prestigious contribution is through our quality research publication output, in terms of both the quantity and the quality of the highly cited research outputs (98% of articles in international journals). In 2018, there were 14 publications in the *Science* and *Nature* group of journals (see the list later in this report under Research Excellence), along with one in the very highly rated *Proceedings of the National Academy of Sciences of the United States of America*. The departments that contributed to these high quality publications were Biochemistry, Chemistry, Geology, Physics and Zoology.

INTERNATIONAL PROFILE FOR GLOBAL EXCELLENCE AND STATURE

Notable events in 2018 that confirm an international profile for global excellence and stature were:

- The Academy of Computer Science and Software Engineering underwent a very successful international reaccreditation of its BSc Honours (IT) degree programme by the BCS, the Chartered Institute for IT. The four-year extended degree path was also added to the accreditation. The results of the accreditation contained no criticism and identified an area of global best practice.
- Prof Von Solms (Academy of Computer Science and Software Engineering) was invited by the World Economic Forum to join their Global Future Council on Cybersecurity (an elite group consisting of 22 international experts).
- The Metabolomics Association of South Africa (MASA), under the chairmanship of Dr Tugizimana (UJ), was officially affiliated to the International Metabolomics Society (IMS). This colleague was also awarded the International Metabolomics Society's 2018 Early Career Travel Award, which he received at the Metabolomics meeting in Seattle, Washington, in June.
- Dr Cyulinyana graduated with a PhD in Physics in October, under the supervision of Prof Winkler. Dr Cyulinyana is the first woman in her country (Rwanda) to graduate with a PhD in Physics.
- Mr Mafunda of the Department of Pure and Applied Mathematics received an award from the Researcher Links Newton Fund of the British Council to visit Prof Gutin at the Royal Holloway University of London in the second semester of 2019.
- Prof Govender received the Vice-Chancellor's Award for Most Promising Researcher in November 2018.
- Chemistry at UJ (including Chemistry and Applied Chemistry) has been rated the Number 1 Chemistry Department in the country and on the continent by US News Best Global Universities.
- In 2018, 21 public lectures were hosted by the Faculty on both the DFC and APK Campuses. This included a lecture by the Executive Dean of the Faculty, which explained links between decolonisation, comparative anatomy and Afrikaans.
- Prof Van Wyk attended the Frankfurt Book Fair in Germany (October 2018) as an author of many academic books. In June, the Faculty launched a revised and expanded, second edition of Prof Van Wyk's book, *The people's plants: a guide to useful plants of Southern Africa*.
- Prof Moteetee was elected to serve as an SAAB (the South African Association of Botanists) council member for two years from November 2018.
- The Department of Geology's CIMERA received a positive review and is to be funded by DST-NRF for another five years, with Prof Wagner appointed as new Director.
- In 2018, an article by Dr Arderne and co-authors was selected for the January 2019 cover of the journal *Acta Crystallographica* – Section C: Structural Chemistry (impact factor 8.678).
- The Second International Symposium on Medical Geology in Africa was held on APK at UJ on 5 to 7 November with Prof Mouri (symposium host) giving an introduction on Medical Geology and why it is important in Africa.

- Dr Durand designed the artwork for the latest Natura gold coin. The collection was recently released by the SA Mint; only 200 will be minted and sold to collectors.
- The Soweto Science Centre participated in National Science Week 2018 activities, with exhibitions, demonstrations and lectures to more than 3 000 learners, teachers and parents at the Imbizo Hall on the Soweto Campus from 30 July to 3 August 2018.
- The Faculty of Science (through the Departments of Chemistry and Biochemistry) established cooperation between the Faculty and the Shimadzu Corporation (Japan) for the establishment of a Shimadzu Innovation Centre aimed at providing continuing education to better prepare graduates for work as instrument scientists in the pharmaceutical industry. The instruments provided by Shimadzu will also be used for furthering the Faculty's research aims.
- Applied Chemistry's Distinguished Visiting Professor, Prof Sinha Ray, was the editor of a book entitled *Processing of Polymer-based Nanocomposites*, published by Springer Nature. The Faculty also produced an additional number of journal articles in the *Science* and *Nature* group of publications, which are known for their high quality scientific content.
- In Biochemistry, Mr Jones (MSc student) presented the new HIV-TB app that was developed by Prof Bornman and Dr Sitole in collaboration with Dr Louw of CAT (Centre for Academic Technologies), ADS. The app was developed to increase students' awareness of HIV and TB. This was presented at the Student and Youth Conference, 'Shining the light on alcohol and substance abuse' in Johannesburg.
- The GEMES Honours Ethics, Justice and the South African Environment students attended a field trip on wildlife conservation and national park management at the Nsasani Trust in the Kruger National Park in October 2018.
- The top honours degree students in the Department of Zoology participated in the field course on Ecology and Evolution at the Swire Institute of Marine Science (SWIMS) at the University of Hong Kong from 14 to 19 October 2018.
- The Department of Physics (DFC) hosted a public lecture by Prof Blum, Professor of Mathematics Education from Kassel University, Germany.
- The Department of Botany and Plant Biotechnology made progress in establishing research collaborations with Prof Doyle, based at Cornell University (ranked no. 14 in the QS WUR, with Biological Sciences ranked no. 13 by subject).
- The Department of Biotechnology and Food Technology collaborated with the City of Johannesburg on a number of continuing community engagement projects.
- The Department of Geology had a staff member acting as chairperson of the Geological Society of the South Africa Geocongress hosted at UJ during 2018.
- The Department of Statistics welcomed Mrs Lederman as a lecturer. Mrs Lederman is an Accredited Actuary and a Fellow Actuary at the Actuarial Society of South Africa as well as the Institute of Actuaries in the UK. One of her responsibilities is to ensure accreditation of UJ's Actuarial Science qualification by the ASSA (Actuarial Society of South Africa).
- The Department of Physics appointed nationally renowned energy expert Bischof-Niemz as a visiting academic.
- Mrs Modley (GEMES) has been elected as the Imvelisi lead for the Young Water Professionals of South Africa. Imvelisi is a partnership initiative between GreenMatterZA and the South African Young Water Professionals Network (YWP) and is funded by the Department of Science and Technology with the aim of supporting the business development of young water and biodiversity innovators and their ideas.
- Ms Cuthbertson, MSc graduate in GEMES, received the Certificate for the Outstanding Coursework Dissertation within the Discipline of Geography for 2018 from the Society of South African Geographers. ...
- The book launch for the recently published book, *Southern African coals and carbons*, published by Struik Nature and authored by Prof Wagner (UJ), Dr Malumbazo (CGS) and Prof Falcon (Wits), took place at the UJ Library on 6 September 2018. The function was attended by approximately 60 invited guests.
- The Department of Geology, in association with APK Library, the Geological Society of South Africa, the Mineralogical Society of South Africa and the University of Cape Town, hosted the 'Messengers from the Mantle' Exhibition from 13 to 21 July 2018. This formed part of the National Geocongress Conference hosted on APK Campus at UJ and included a visit from learners from the Soweto Science Centre.



- Popular articles based on the research by Prof Kramers about the extra-solar origin of the Hypatia stone were excessively viewed (more than 300 million views on popular science websites) and shared online starting in late 2017, and this continued for a large part of 2018. Prof Kramers was also invited to present this research to the Executive Leadership Group of the University in February 2018.

Table 40: International awards and recognition

Department Staff Member	Award
Academy of Computer Science and Software Engineering (ACSSE)	
SH von Solms	Invited as member of Global Future Council on Cybersecurity in October 2018.
DT van der Haar	Received Best Paper award at the International Information Security South Africa (ISSA) 2018 Conference in August 2018.
Applied Chemistry	
SO Oluwafemi	Tohoku University Japan, Special Measure Award co-sponsored by the Japanese Government and Tohoku University.
Biotechnology and Food Technology	
E Kayitesi	Awarded The World Academy of Science (TWAS) Affiliateship.
	Received Outstanding Woman of the Year Award by Dynamic Ladyz (a community-based non-profit organisation of African diaspora women).
PB Njobeh	Awarded the European-African partnership for safe and efficient use of mycotoxin-mitigation strategies in sub-Saharan Africa grant (€795 492; 2018-2021) under the LEAP-Agri African European collaborative research project on Sustainable Agriculture and Aquaculture and on Food and Nutrition Security. Prof Njobeh is the co-principal applicant.
Botany and Plant Biotechnology	
R Ratray, M van der Bank, and S Ratnasingham	Bronze Award in Biodiversity for their 'LifeScanner: Lab-in-a-Box', at the Eco-logic Awards 2018.

Table 41: National awards and recognition

Department Staff Member	Award
Applied Chemistry	
P Nomngongo	Finalist for the Standard Bank Top Woman Award in Science.
SP Malinga	Second runner-up in the DST/South African Women in Science Category of Distinguished Young Women Scientists (natural and engineering science).
Biochemistry	
LA Piater	Invited to the South African Society for Biochemistry and Molecular Biology (SASBMB) Scientific committee in May 2018.
L Steenkamp	Biochemistry UJ Alumna and co-supervisor of an MSc student, was the co-recipient of the 2018 South African Woman in Science Awards (SAWiSA), a DST initiative.
Botany and Plant Biotechnology	
E Pretorius	Second prize for best paper presentation by a young scientist at the Indigenous Plant Use Forum Conference held in Oudtshoorn in July 2018.



Chemistry	
S Bewana	Chemistry MSc student, awarded the James Moir medal by the South African Chemical Institute in a ceremony held in Sandton on 26 August 2018. The medals were awarded to top BSc honours students for the previous year.
Geography, Environmental Management and Energy Studies	
KE Langerman	Commendation Award at the Domestic Use of Energy (DUE) Conference at the Cape Peninsula University of Technology on 5 April 2018.
Zoology	
P Igeh	Angela Davies Award for Best Student Publication (Patience Igeh) awarded by Parasitological Society of Southern Africa.
Q M Dos Santos	Neitz Medal for best PhD thesis in Southern Africa awarded by Parasitological Society of Southern Africa.
N Rindoria	Best student first-time presenter award awarded by Parasitological Society of Southern Africa.
L Robson	Awarded the Captain Scott Medal by <i>Die Suid Afrikaanse Akademie vir Wetenskap en Kuns</i> for her MSc research.

STAFF PROFILE

Here we provide more information on the human resource pool available to perform the activities required to achieve our goals. Given the nature of our business, the largest grouping is, understandably, permanent academic staff.

Table 42: Staff distribution per campus in 2018

Category		APK	DFC	SWC	TOTAL
Academic	Permanent	121	57	0	178
66%	Contract	19	5	0	24
	Temporary	8	3	0	11
Administrative	Permanent	34	7	2	43
18%	Contract	2	3	1	6
	Temporary	6	1	2	9
Workshop and Technical	Permanent	25	15	0	40
16%	Contract	7	4	0	11
	Temporary	1	0	0	1
TOTAL		223	95	5	323

In 2018, staff of the Faculty were distributed over three campuses of the University. Table 42 depicts the staff distribution per campus in 2018. The academic staff represented 66% of the total staff of the Faculty. Support staff comprised research, technical and administrative staff and represented 34% of all staff. Table 43 shows the shift in proportion from 2014 to 2018.

Currently, 98,31% of the Faculty's permanent academic staff have either master's or doctorate degrees. This should improve, as a number of staff members were engaged in doctoral study during 2018 and scholarship development was actively pursued by the Dean. Nine full-time (permanent, contract and temporary) staff members registered

Table 43: Proportion of academic staff vs support staff

Staff	2014	2015	2016	2017	2018
Academic	75%	70%	72%	67%	66%
Support	25%	30%	28%	33%	34%

for master's, and 41 for doctorates in 2018 (only 3 of the 178 permanent academic staff members are not yet in possession of master's degrees). If research staff are included, then 131 permanent academic staff members hold doctoral degrees.

Table 44: Qualification profile of permanent academic staff

Qualification	2014	2015	2016	2017	2018
D degree	70,7%	73,01%	75%	72,51%	73,6%
M degree	26,2%	25,77%	23,17%	26,16%	24,71%
TOTAL	96,9%	98,77%	98,17%	98,67%	98,31%

Table 45: Demographic proportion of permanent and fixed-term academic staff including international staff

Year	Designated groups international and South African (permanent staff)	Designated South African (permanent staff)	Designated groups international and South African (including fixed-term contracts)	Designated South African (including fixed-term contracts)
2016	45%	29,88%	47,24%	31,16%
2017	48,25%	34,3%	51%	41,27%
2018	51,12%	35,39%	51,49%	35,15%

Table 45 considers the demographic proportion of permanent and fixed-term contract academic staff members, according to population group for designated groups, South African only, and including international staff. Of the 14 permanent academic appointments made in 2018, five were from designated groups (South African only), five from other African countries (one from eSwatini, two from Zimbabwe, one from Nigeria, and one from Ethiopia) and one from Germany. This demonstrates the Faculty's commitment to achieving equity targets.

Table 46a: Overview of permanent academic staff

RACE*	Lecturer		Senior Lecturer		Associate Professor		Professor		TOTAL
Gender	M	F	M	F	M	F	M	F	
Black (includes non-RSA African)	30	8	10	9	9	0	4	2	72
Coloured	3	3	0	0	1	0	2	0	9
Indian	1	2	2	1	0	3	1	0	10
White	9	13	16	12	12	6	12	7	87
TOTAL	43	26	28	22	22	9	19	9	178

* Includes non-RSA African



Table 46b: Overview of academic staff (both permanent and fixed-term contract)

RACE*	Assistant Lecturer		Lecturer		Senior Lecturer		Associate Professor		Professor		TOTAL
Gender	M	F	M	F	M	F	M	F	M	F	
Black (includes non-RSA African)	1	1	35	9	10	9	9	0	5	2	81
Coloured	0	0	4	3	0	0	1	0	2	0	10
Indian	0	0	2	2	2	1	1	3	2	0	13
White	0	1	10	16	16	12	13	6	17	7	98
TOTAL	1	2	51	30	28	22	24	9	26	9	202

* Includes non-RSA African

Tables 46a and 46b show an overview of the racial profile of all permanent academic staff and permanent and fixed-term contract staff, respectively, without taking nationality into account. The gender profile has remained fairly constant with only slight variations over the last few years. In 2018, 37% of the permanent academic staff were female.

Table 47 indicates the percentage of designated and female permanent staff on senior lecturer, associate professor and professor level. The percentage of designated associate professors increased from 14% in 2017 to 23% in 2018. Plans are in place (including AAMP) to further improve staff seniority.

Table 47: Percentage designated (South African only) and female permanent academic staff

	Senior Lecturer	Associate Professor	Professor	Total
Female	22 / 50 = 44%	9 / 31 = 29%	9 / 29 = 31%	40 / 109 = 37%
Designated	15 / 50 = 30%	7 / 31 = 23%	2 / 29 = 7%	23 / 109 = 21%
Designated Female	8 / 50 = 16%	3 / 31 = 10%	0	11 / 109 = 10%

This table does not include the position of Executive Dean. The pipeline of designated female lecturing and senior lecturing staff looks promising.

In 2017, the percentage of permanent professors was 12% of the permanent staff, whereas in 2018 it increased to 15,73%, which indicates growth in the seniority of the permanent academic staff. For especially our research output, we also make use of fixed-term contract staff, which include (distinguished) visiting professors. Visiting academic staff are not included in the staff numbers reflected here.

The Faculty was the recipient of two more nGap posts last year (total now four). We competed with other faculties for five available posts and were the only faculty awarded two posts in 2018. Build your own timber initiatives, like nGAP, assistant lecturers (AL), and the internal programme of the ACSSE and AAMP, contributed to the increased numbers and seniority of designated academic staff in 2018.

EXCELLENCE IN TEACHING AND LEARNING

The Faculty applies an enrolment management strategy that focuses on access for success. First-year students are introduced to the University by way of the First Year Seminar and other support initiatives. At-risk students are identified within the first few months of the year and are provided with additional academic support early on. The following issues received attention during 2018: structured interventions for at-risk modules (e.g. intensive revision and additional classes over weekends), the enhancement of learning skills and student discipline, implementation

of new teaching methodologies, blended learning, and special attention to top performing students (e.g. the Faculty of Science Top Achiever events and undergraduate research programmes).

Enrolment

Enrolment of undergraduate diploma students increased in 2018, as did the proportion of students in extended degrees. We had 4 428 students enrolled in 2018 of whom 944 were postgraduate students. The proportion of postgraduate enrolments (of the total enrolment) has stabilised at approximately 21%, as shown in Table 48.

Table 48: Headcount proportions

	2014	2015	2016	2017	2018
Undergraduate Total	78,8%	79,4%	77,9%	78,1%	78,6%
Postgraduate Total	20,6%	20,4%	21,8%	21,7%	21,3%
Occasional Total	0,6%	0,2%	0,3%	0,2%	0,1%

The proportion of master's and doctoral students in the total number of postgraduate students remained at 69% in 2018, sustaining the increase in 2017 after remaining stable at 64% for a number of years.

International student enrolments decreased to 360 in 2018, similar to levels in 2015 and 2016 after spiking to 401 students in 2017. This represents 8,13% of the total enrolments, as seen in Table 49.

Table 49: Enrolment figures – All nationalities except RSA

	2014	2015	2016	2017	2018
Undergraduate	111	166	169	186	169
Postgraduate	162	185	190	207	189
Occasional	8	2	4	8	2
TOTAL	281	353	363	401	360
% of Total Enrolment	7,03%	8,49%	8,54%	9,42%	8,13%

In 2018, 90,5% of undergraduate students were from designated groups (South African only). Students from designated groups (South African only) in 2018 represented 66,2% of all postgraduate students, while the inclusion of international designated groups gives a figure of 85,2%. The percentages have increased significantly from those in 2017, namely 59,89% (designated groups) and 80,43% (international designated groups), respectively.

The proportion of female students was 43% in 2017 and has slightly increased to 43,5% in 2018, which is in line with results from the past five years.

The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was 49,3% in 2017, compared with 49,9% in 2016, and increased significantly to 53% in 2018.

Success rate

The stabilisation in the undergraduate success rate during successive years from 2014 to 2018 is the result of a more rigorous selection of entering students and the increasingly successful interventions referred to previously. In 2018, the success rate of mainstream and extended students overall was 80%, while that of first-time entering students in the extended programmes was 81,4%. The success rate for international students was 83% for all undergraduate qualifications. The average time to completion for undergraduate students remained 3.6 years in 2018 and for postgraduates improved to 2.3 years, because of the inclusion of honours degrees in this value.

Quality assurance

- The Academy of Computer Science and Software Engineering's BSc Honours in IT was successfully re-accredited by the BCS, the Chartered Institute for IT, in 2018 for the next five-year cycle. The accreditation

was extended to include the four-year degree path. The report contained no recommendations for change, only commendations, along with the identification of an area of best practice by the Academy. The Academy also contributed to a successful ECSA accreditation for FEBE.

- A number of programmes and modules were also amended (detail in the full report) during 2018 to improve the quality and relevance of our offerings.
- 2018 saw discussions regarding approval of three departmental mergers, resulting in Chemistry (from Chemistry and Applied Chemistry), Pure and Applied Mathematics (incorporating the Mathematics component of Applied Physics and Engineering Mathematics), and Physics (incorporating the Applied Physics component of the Applied Physics and Engineering Mathematics Department). These were approved in early 2019.
- GEMES underwent a departmental review during 2018. The Departments of Applied Physics and Engineering Mathematics and Chemistry submitted improvement plans for reviews completed in 2017. The Faculty as a whole continued to make progress on the improvement plan in response to a successful 2016 international Faculty review, especially in terms of merging recommended departments.
- The Department of Statistics began offering the BSc Actuarial Science degree in 2018. The programme attracts high calibre students in terms of their APS.
- The Bachelor of Science in Applied Physics was approved and accredited in 2018 and will be implemented in 2020. The Bachelor of Science Honours in Physiology was implemented in 2018.
- The Faculty's non-subsidised academic programmes are offered mainly in the Academy of Computer Science and Software Engineering, Biochemistry (Shimadzu Innovation Centre), Geography, Environmental Management and Energy Studies, Pure and Applied Mathematics, and Zoology.
- The Academy of Computer Science and Software Engineering's online version of the Cyber Security Certificate was successfully offered in 2018 after its introduction in the second semester of 2017. The Academy continued offering the Cyber Security Awareness Certificate (one week), specially designed for the State Security Agency, during 2018.

EXCELLENCE IN RESEARCH AND INNOVATION

The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) for a total of 370.09 research units from more than 570 Scopus publications. These numbers were accurate on 5 March 2019. See Table 50 for year-on-year increases. In 2018, the per capita output of permanent academic staff was 2.1. According to data from the Research Office, as at 5 March 2019, 98% of the units in 2018 were from accredited journals.

The units for 2018, according to the subsidy categories, are as follows: A total output of 370.09 (5 March 2019) made up of

- Journal articles: 323.58
- Proceedings: 28.85
- Books: 12.67
- Chapters in books: 4.99

Table 50: Accredited publication units 2013-2018

Year	Journals	Total	% change yoy	Units per permanent academic staff member	Three-year average (Total units)
2014	230.21	269.44	13,77%	1.6	247.11
2015	231.52	270.02	0,2%	1.6	258.76
2016	315.43	368.51	36%	2.2	302.65
2017	333.36	391.47	6%	2.3	342.07
2018	323.58	370.09	-5,46%	2.1	376.69

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

Table 51: NRF ratings

NRF Ratings	2015	2016 ^{1,2}	2017 ³	2018 ^{1,3,4}
A	3	3	4	4
B	14	17	15	17
C	27	31	30	38
Y	10	10	10	11
Total	54	61	59	70

1 Includes VPs,

2 Includes Prof Connell who moved to FEBE at the end of 2016

3 Includes DVPs and VPs

4 As per the Dean's KPIs as at end January 2019

The total number of NRF-rated staff had improved significantly in 2018. Two submitted applications are still under consideration by the NRF. In 2018, academics participated in 119 funded research projects. Of the 119 research projects, 97 reported access to funding external to the institution, and of the 97 projects, 25 received funding from international sources.

In 2018, the Faculty signed six new contracts and one addendum. Two of the contracts were with international institutions, one was with a national institution and the rest were non-institutional contracts. Prof M Cronjé (Biochemistry) applied for a patent in South Africa, in November 2018, concerning metallodrugs for the treatment of cancer.

More than 255 addresses were delivered at international conferences and seminars in 2018, as opposed to 224 in 2017. Of these addresses, 168 were at events outside of Africa, 23 were at events in Africa, but outside of South Africa, and 64 were at international events held within the borders of South Africa. More than 154 addresses (double the amount in 2017) were delivered at national congresses and seminars and seven at institutional level.

Academic members of the Faculty contributed in a variety of ways to a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums external to the University. In 2018, there were 54 visits consisting of more than 65 delegates from abroad who paid professional visits to the departments of the Faculty; of these, 11 visits were at least two weeks long. A total of 69 research visits were undertaken by faculty staff members to other institutions for research purposes, of which 21 visited for periods in excess of two weeks.

A total of 58 PDRFs were registered in 2018, of whom 39 contributed 26.18 units. Additionally, 25 PDRFs who were previously registered contributed 10.94 units.

In 2018, the Faculty hosted 10 inbound students and sent 206 outbound students outside the borders of South Africa, a total of 216 in all. Visiting professors appointed in the Faculty: eight distinguished visiting professors, 31 visiting professors, nine visiting associate professors, three professors of practice, 11 senior research associates, and 18 research associates.

Table 52: Research funding

Funding Source	2016	2017	2018*	%
NRF Funding	R92 878 913.10	R46 996 909.02	R42 478 631.00	63%
URC Funding	R6 466 606.00	R13 646 387.16	R15 913 859.63	23%
Other External Funding	R20 267 154.31	R24 761 834.32	R9 454 587.53	14%
TOTAL	R119 612 673.41	R85 405 130.50	R67 847 078.16	100%

* Data obtained from Deborah Letseka on 2019-02-19



The total Faculty Research Funds for 2018 amounted to R67 847 078.16, which is a significant decrease from 2017; this is due entirely to the decrease in external funding, and to a lesser extent to the decrease in NRF funding, which had previously dropped in 2017 when decreased NRF-incentive funding was announced.

A number of research groups in the Faculty are dependent on the central analytical facility (Spectrum) for access to instrumentation and the analytical expertise of instrument scientists, as is evident by the number of authors acknowledging the facility in 130 publication and conference outputs as per departmental reports. This year (2018) saw Spectrum generating an income of R1 650 000 (a 13% increase from 2017).

Table 53: Selected research facts

% of permanent academic staff members with PhDs	73,6%
Number of permanent academic staff	178
Number of permanent fixed-term contract staff members contributing to research publication units	123*
Number of postdoctoral research fellows contributing to publication units	64*
Number of visiting staff contributing to research	50*
DHET submitted publication units	370.09*
Publication units generated by PDRF	37.12*
Publication units generated by visiting staff	53.84*
Number of papers published in Science and Nature (Nature group of publications)	14
Number of Scopus listed articles p.a.	573
Scopus listed articles with international co-authors p.a.	412
Annual citations in Scopus	879
Number of research centres	9
Chapters in multi-university centres of excellence	2
SARChI chairs	3

* thus far

Publications in the Nature and Science group

- IN Bindeman, DO Zakharov, J Palandri, ND Greber, N Dauphas, GJ Retallack, A Hofmann, JS Lackey and A Bekker, Rapid emergence of subaerial landmasses and onset of a modern hydrologic cycle 2.5 billion years ago, *Nature* 557 (2018): 545-548.
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- MAA Hohenadler, KI Honka, S Emde, S Klimpel and B Sures, First evidence for a possible invasional meltdown among invasive fish parasites, *Scientific Reports* 8 (2018): 15085.
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- P Park, J Oh, K Uhlířová, J Jackson, A Deák, L Szunyogh, KH Lee, H Cho, H-L Kim, HC Walker, D Adroja, V Sechovsky and J-G Park, Magnetic excitations in non-collinear antiferromagnetic Weyl semimetal Mn₃Sn, *npj, Quantum Materials* 3 (2018): 63.
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FITNESS FOR GLOBAL EXCELLENCE AND STATURE

The key priorities of quality promotion and good governance were maintained in 2018. Good governance is fostered through the activities of various Faculty committees for the quality monitoring of functions related to teaching and learning, research, higher degrees, community engagement, health and safety reported to the Dean's Committee and the Faculty Board.

The increase in student numbers in 2018 continued placing strain on the provision and maintenance of essential services, facilities and equipment and could eventually impact on the quality of teaching and research if gradual improvements are not implemented.

Laboratory spaces at both undergraduate and postgraduate level are not sufficient for the Faculty to maintain its teaching and learning, nor its research and innovation activities. During 2018, the renovation of two laboratories in the John Orr Building (at DFC) was started but, at the time of writing, was still in process. In 2018, the MEC agreed in principle to the proposed upgrades of the D Lab roof (similar to what was done at C Lab roof for Biochemistry), though a date has not been set for this yet. Plans are in place to elicit financial support from DHET for these and other needed infrastructure upgrades. DHET has agreed to fund a new building for use by both the Faculty of Science and the Faculty of Engineering and the Built Environment, with construction to start in 2019. Backlog maintenance of the facilities of the Faculty on both DFC and APK (e.g. worsening leaks in the roofs of both offices and laboratories), as well as in the institution in general, remains a pressing concern and is repeatedly reported to the Operations Division.

COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

The Faculty continues to manage its community engagement activities through its standing community engagement committee. The committee manages the registered community engagement projects with representatives from each department, the Faculty Office, and the Soweto Science Centre (SSC). The committee manages the Faculty's participation in the Mandela Day activities, which in 2018 took the form of a reading project at Eldorado Park Primary School. The committee continues its involvement with the library project at the school under the oversight of the Dean and the committee. The committee also awards a prize for the best departmental community engagement project at the Faculty Year-end Function. The Department of Geology registered

'Messenger from the Mantle' as an official project in 2018 and hosted an exhibition with the same title at the library in June 2018.

The Soweto Science Centre, which is located on Soweto Campus (SWC), provided both support and enrichment programmes in critical subjects (such as Mathematics, Physical Science, Life Science, English, and Computer Skills) for both learners and educators in 2018. The National Science Week is hosted annually by the Faculty at the SSC and as such was hosted again in 2018.

The annual Academy of Computer Science and Software Engineering alumni breakfast was attended by approximately 73 alumni coming from established institutions (of whom 25 acted as industry judges for the Annual IT Projects Day), including Absa, Entelect, Discovery, Microsoft, and Standard Bank. Several other departments in the Faculty also hosted annual alumni engagement activities and opportunities, which were very well supported by relevant industry partners.

NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Globally

The global reputation of the Faculty of Science experienced an exponential increase with, among others, reports on the Hypatia stone research by Prof J Kramers' group being viewed by an estimated 350 million people (early 2018), putting the Faculty of Science of UJ squarely in the international spotlight. Prof S Razzaque is a co-author of the IceCube neutrino source discovery paper published in, and making the cover of, *Science* magazine. Additionally, an article by Dr C Arderne and co-authors was selected for the January 2019 cover of the journal *Acta Crystallographica*.

To entrench its global reputation, the Faculty participated in processes for international ranking by QS, Times Higher Education, US News Best Global Universities, and Shanghai ranking agencies. The strong rankings of seven of the Faculty of Science's subjects by these bodies, as indicated in this document's introduction, as well as the performance of the Faculty overall, served to further reinforce the global reputation of the Faculty of Science. Of special mention is the placement of Chemistry in the first position for all of Africa by the US News Best Global Universities Rankings. Furthermore, the Academy of Computer Science and Software Engineering's BSc Honours (IT) programme was successfully reaccredited by the BCS, the Chartered Institute for IT, for a further five years starting 2019.

Nationally

The Faculty continued with its focused strategy to recruit top performers from schools (in especially the surrounding areas) and to entrench its presence and profile in the media, in addition to introducing new competitions and initiatives aimed at enhancing effective two-way communication with its internal and external stakeholders. Marketing and communication activities included successful participation in UJ Open Days, Top Achievers Events (institutional, faculty and department-specific), the Orange Carpet Event, Grade 9 Subject Choice Seminars, the annual Winter School, as well as departmental seminars and workshops. The Faculty additionally has a mini billboard at a high school in a Johannesburg suburb.

The level of marketing affairs in the Faculty improved greatly in 2018. The Faculty maintained the Facebook page launched in 2016. The 2018 public lecture series continued to enhance the impact of the Faculty in the academic and public arenas. Most prominent of these was the public lecture given by the Dean entitled 'Decolonisation: The 'missing link' between Sara Baartman, Comparative Anatomy and Afrikaans', which was presented on multiple campuses. The quarterly pamphlet, called Snippets, which highlights everyday news and achievements at Faculty board meetings, was maintained by the Faculty in 2018. Additionally, one newsletter appeared, highlighting the meritorious research by Prof Kramers (Hypatia stone) and Prof Razzaque (evidence for Einstein's theory of relativity) as well as numerous other scientific contributions by members of the Faculty. This newsletter is used for marketing purposes, but also to inform funders of our accomplishments and how the acquired funds were spent.

Staff members of the Faculty participated in a large number of radio and TV interviews. As indicated above, perhaps the most visible person in this regard was Prof Kramers and his research associate, Dr Georgy Belyani of the Geology

Department, who participated in determining that the Hypatia stone was of extra-solar origin. Profs Cronje and Meijboom and their students were interviewed on television for their cancer treatment research.

CHALLENGES AND RISKS

The nature of the business of conducting research in the sciences is that challenges and risks are fluid. In addition, some are within our own powers to address, while others require dedicated institutional support.

A number of risks and challenges affecting the Faculty are included in the risk register along with mitigating steps. Some of the risks that remain concerning, and/or were successfully mitigated, are mentioned below:

- The instability and the negativity associated with having two Chemistry and two Physics departments have been addressed, and practical mergers were approved in 2018.
- The Faculty has a relatively high proportion of staff members with doctorates and master's degrees; however, the older academics are the ones with the research reputation and high NRF ratings. Younger academics are encouraged to identify mentors and to accelerate their research reputations through Thuthuka, URC/FRC and other funding applications. The Dean provides financial support to new and young researchers and initial support for those who demonstrate initiative. Established researchers are also supported, provided they successfully mentor increasing numbers of up and coming academics.
- Retention and recruitment of good academic staff members is becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world and other universities. Especially younger academics in Mathematics, Statistics and Computer Science are easily recruited by relevant industries. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains of concern.
- The high numbers of non-returning senior students as well as the high dropout rate of students remain matters of serious concern. School-leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, impact heavily on our pool of potential students as well as on our throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, and has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers etc.) to provide additional support to students, and has established the Science Centre on the Soweto Campus to contribute to a larger pool of better prepared potential students.
- Maintenance of equipment, infrastructure and facilities remains an important institutional risk. Spectrum serves as one example of centralising the usage and maintenance of some instruments, which is having a positive effect.
- The provision of adequate research and teaching space and infrastructure is an acknowledged problem. In many cases, lecturers have to share inadequate office space. The main reason here is that our student, and consequently staff numbers, increase without a concomitant expansion of infrastructure. DHET has agreed to fund a new building providing undergraduate laboratory space for use by both Faculty of Science and FEBE. This building's construction in 2019 should alleviate some of the problems associated with the limited undergraduate laboratory space for Chemistry on DFC.
- Pure and Applied Mathematics have lecturers sharing offices on APK, while on DFC, Applied Chemistry, APEM and Biotech-Food Technology lost office, lecture and laboratory space to other faculties, which severely impacts on their ability to grow and provide services to students. Chemistry is one of the top producers of research publications in the Faculty and the institution, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the Faculty's future research subsidy submission.
- In general, our increased enrolments make it difficult to find lecture halls to fit all the students, making it necessary to duplicate not only practical sessions, but lectures as well, which impacts on quality and increases our temporary-lecturer account. This is a reality on both APK and DFC.

CONCLUSION AND WAY FORWARD

The Faculty produced over 570 Scopus publications, which is more than double produced by the next closest faculty. We also delivered 14 articles in the *Science* and *Nature* group, which demonstrates a commitment to quality of research and not just quantity. We still lead the institution when it comes to the highest percentage of internationally peer-reviewed journal publications as well as citations generated by those publications. (More than 30 out of 50 of UJ's top cited researchers reside in the Faculty of Science).

What we will focus on in the coming year is to increase our number of published books, improve upon strategies to get more academics to contribute to research output and to get master's and doctoral degree students out of the system sooner. We have successfully promoted several colleagues in 2018 to contribute to increasing the seniority of academic staff of the institution, and will continue to address the low number of designated South African professors. We implemented a departmental award in December 2017 that recognises group contributions, which was awarded for the second time in 2018, and also awarded inaugural 'Service beyond the Call of Duty' awards for academic and technical/administrative staff.

We did well in marketing groundbreaking research (Hypatia stone and Astrophysics), both nationally and internationally in 2018, thus ensuring that the quality of what we deliver is widely recognised. Excellent research and its successful marketing has become evident in the improved rankings of many of our Science disciplines by numerous international rankings agencies in 2018 and early 2019. We are energised by this recognition and plan to reach higher heights in research and innovation, teaching and learning and social impact in 2019.



Debra Meyer (Prof)

Executive Dean: Faculty of Science









Community Engagement

OVERVIEW

The University of Johannesburg's Community Engagement (CE) Unit is embedded in the institution's mission, as outlined by the declaration "inspiring its community to serve humanity". Community engagement is the third core function of the University, alongside teaching and learning, and research. CE is one of the units within the Division of University Relations and is operational on the four campuses, namely, Auckland Park Bunting Road (APB), Auckland Park Kingsway (APK), Doornfontein (DFC) and Soweto (SWC) Campuses.

In 2018, the CE Unit embraced the University's slogan in its activities by "reimagining the future" in its initiatives. This brought about various interesting plans to intensify institutional CE concepts of unity and *ubuntu*, through the reimagining and appreciative inquiry approach reflected in the following:

- The infusion of CE into teaching is reflected as service learning (SL), with 131 programmes currently active in this space at UJ.
- CE is integrated into research in what is known as community-based research (CBR), comprising 54 active projects.
- As a non-academic component, CE is active in 320 organised outreach (OO) projects.

This report provides an overview of the overall performance and initiatives of community engagement at the University of Johannesburg, as led and coordinated by the Community Engagement Unit in the Division of University Relations, under the guidance of the Community Engagement Advisory Board (CEAB).

INSTITUTIONAL COMMUNITY ENGAGEMENT INITIATIVES

The CE Unit successfully executed the following institutional initiatives in 2018:

- International Mandela Day (Nelson Mandela Centenary Celebration)
- National Women's Day (UJ Women in Community Engagement Empowerment Programme)
- UJ Student Volunteer Programme
- Imbizo Awards for Student Volunteer Champions
- CE Showcase Seminar
- CE Roadshow
- Community Engagement Recognition Awards (CERA)
- Community-based organisations (CBOs), forums and capacity building
- UJ@13 round-table engagements with community-based organisations (CBOs)

Student Volunteer Champion (VC) Programme

The institutional CE flagship is the UJ Student Volunteer Champion Programme, which is multi-disciplinary, inter-faculty and transformational in engaging with the higher education institution (HEI) priorities, the

Global Sustainable Development Goals, the National Development Plan (NDP) and the City of Johannesburg Independent Development Plan (IDP) as well as the Nelson Mandela Foundation Pillars. UJ Community Engagement successfully initiated the institutional Student Volunteer Champion Programme in 2018, which was aimed at promoting more awareness about global responsible citizenship and the Global Sustainable Development Goals (SDGs). The Unit had 18 457 student volunteers who registered for the weekly-organised outreach projects, spread across all four campuses and drawn from all faculties.

Table 54: Students registered for outreach projects per campus and faculty

FACULTIES	APK	APB	DFC	SWC	TOTAL
Faculty of Art, Design and Architecture	N/A	241	198	N/A	439
Faculty of Education	459	17	325	707	1 507
Faculty of Engineering and the Built Environment	259	39	2 456	7	2 761
Faculty of Health Sciences	19	7	214	20	260
Faculty of Humanities	1 268	1 961	121	583	3 993
Faculty of Law	526	39	115	0	680
Faculty of Science	625	N/A	785	11	1 421
College of Business and Economics	2 358	2 796	550	1 751	7 455
TOTAL SIGN UP	5 514	5 100	4 764	3 079	18 457
MEC AGREED TOTALS	5 500	4 750	4 750	3 000	18 000
Over target	14	350	14	79	457

Imbizo Awards for student volunteer champions

The 200 top student volunteer champions were honoured at the Imbizo Awards. The leading UJ Top 10 student volunteer champions are reflected in Table 55 below:

Table 55: Top 10 student volunteer champions

Rank	Student	Hours	Campus
1	David Kekana	450 hours	DFC
2	Sibusiso Dlamini	397 hours	DFC
3	Athi Gulwa	389 hours	APK
4	Divine Katay	387 hours	APK
5	Nothando Dlamini	383 hours	APK
6	Simbarashe Pachikani	379 hours	APK
7	Thamsanqa Nhlangothi	376 hours	APK
8	Rally Moluudzi	376 hours	APB
9	Sam Tshimanga	332 hours	APB
10	Murphy Lomboli	328 hours	DFC

CE Showcase Seminar

The Showcase Seminar was successfully executed with the best sustainable organised outreach projects shortlisted from all campuses. The overall UJ CE Showcase winners for 2018 were Oppierif Men's Residence (APK); the Oken Sam Foundation (APB); and Zion Christian Church Student Fellowship (ZCCSF) (SWC).

FACULTY ACHIEVEMENTS

UJ faculty flagship projects in community engagement

The CE Unit works closely with the faculties in the roll-out of faculty specific CE projects, and recognises these flagship projects at the annual CE awards event. The faculty flagship projects for 2018 were as follows:

- College of Business and Economics ? Common Good First – Digital Storytelling Project.
- Faculty of Art, Design and Architecture – Community-based research with Lotlhakane (North West) towards the design and development of a community centre for the elderly and disabled.
- Faculty of Education – Service learning in the Funda UJabule School.
- Faculty of Engineering and the Built Environment – Gwakwani Village in Limpopo.
- Faculty of Health Sciences – Riverlea Community Project.
- Faculty of Humanities – Izindaba Zokudla (food farming project).
- Faculty of Law – Law Clinic.
- Faculty of Science – Soweto Science Centre.

Faculty of Education

The Faculty of Education focuses on service learning conducted at Funda UJabule School (FUS) and in a number of partner organisations. The service learning activities are aimed at teaching students about the social and academic factors affecting the learning of young children.

Flagship project: Childhood Education (Soweto Campus) – service learning in the Funda UJabule School

UJ's Department of Childhood Education and the Centre for Education Practice Research (CEPR) on the University's Soweto Campus is at the forefront of changing the educational landscape for early school learning and for the teachers of young children. In this research centre, the South African Research Chair of the National Research Foundation has the specific brief of researching children's reading and writing of science and mathematics in English. Through key research projects, international collaboration and ongoing development of groundbreaking programmes in teacher education, UJ is making a significant impact in the field of childhood education.

The childhood flagship project is especially evidenced by the founding of the Funda UJabule Primary School on the University's Soweto Campus. As the first of its kind in South Africa, this school serves as a teacher education model endorsed by the Department of Higher Education and Training. Known as a teaching school, populated by children from Soweto, student teachers learn the profession by observing mentor teachers and by practising teaching in isiZulu, Sesotho and English over four years. The Funda UJabule School not only is a teaching school, but also serves the surrounding community in childhood education needs.

The year 2018 saw the launch of the UJabule Learning Centre at the Funda UJabule School to serve children who experience learning difficulties at primary school level. The Centre provides educational and psychological assessments and interventions to the Funda UJabule School community and the Faculty's partner schools in Soweto.

Service learning in the Faculty of Education

Service learning forms part of the four-year BEd curriculum, and in 2018, students registered in most years of the BEd programme completed a variety of service learning initiatives, many of these taking place at and around FUJ, inter alia, tutoring high school learners at selected Gauteng schools; planning and organising the sports day at FUJ; conducting perceptual assessments of learners at FUJ; a vertical tower vegetable garden project at FUJ; a creative arts applied theatre production; a gallery walk, service learning project aimed at learning about Soweto, with Grade 5 FUJ learners; and a literacy and art festival linked to the heritage day programme at FUJ.

Master's students in Educational Psychology offered 100 hours of psychologically related services at approved GDE schools.



The Caxton newspaper publication involved all foundation and intermediate phase UJ lecturers, publishing community-related articles in the local Soweto newspaper to educate the community on various educational matters.

Community outreach projects

The Faculty also runs the following significant community outreach projects.

Leaders in partnership for professional development (coordinated by Prof Juliet Perumal in the Department of Educational Management)

This community-based outreach works with identified schools and school management teams in Gauteng and Mpumalanga to identify areas in school leadership and management that present problems and to intervene by offering relevant workshops, seminars, conference participation, etc. The second component draws data generated through the community-based outreach intervention initiatives for organised research. This research is used to inform relevant interventions, and will be used by academics to generate publications and other research dissemination activities.

The Technology Education Catalyst Project (coordinated by Prof Francois van As in the Department of Science and Technology Education (TechnEd))

This project comprises partnerships between UJ (specifically TechnEd as part of the Faculty of Education), provincial departments of education and trade and industry. TechnEd, in collaboration with trade and industry, is instrumental in developing learning and teacher support material (LTSM) and granting funds, earmarked for social development. The Science and Technology Education Department also provides workbooks and teacher guides to schools and for continuing professional teacher development.

TechnEd's Catalyst Project commits UJ and trade and industry to a mutually beneficial partnership, since it is funded out of the corporate social investment of trade and industry. Sponsorships of R6.35 million have been raised for these purposes since 1997. The Albert Wessel's Trust, Toyota, sponsored an additional R385 000 towards the Catalyst Project for 2017. ID Logistics became a new Catalyst Project partner when they sponsored workbooks for Sondelani Full Service School in Durban and Woodworth High School in Benoni to the value of R67 360.

TechnEd FET Communities of Practice (CoP) (coordinated by Prof Van As in the Department of Science and Technology Education)

TechnEd's organised community outreach project, the FET Communities of Practice (CoP) for Civil Technology (CT) as well as Engineering Graphics and Design (EGD) teachers, continued in 2018 with collaboration between the GDE, the private sector and other faculties at UJ. The aim of the FET CoP is to empower these teachers to become leaders in their subjects. Two TechnEd FET CoP workshops were organised for Civil Technology as well as Engineering Graphics and Design teachers.

Sponsorships by Albert Wessels Trust, Toyota, and ID Logistics amounting to R448 680 have been raised for the TechnEd Catalyst Project in 2018. Three partner schools from the FET CoP (i.e. Tetelo Secondary, Pretoria Technical High School, and Gerrit Maritz High School) have benefitted from this collaboration. In 2018, the project involved 2 150 Grade 8 and 9 learners and 20 technology teachers per term.

Reading clubs (coordinated by Mudney Halim and Prof Gert van der Westhuizen)

The Centre for Education Rights and Transformation has established book clubs in Gauteng and other provinces to develop literacy and numeracy.

Geography through a Mural (coordinated by Mrs N Bhagwan)

Geography Methodology lecturer and Geography Methodology students paint murals in classrooms. In 2018, the project started with one school and is targeting five schools over three years.

Faculty of Humanities

The CE focus is on community-based research projects. The Faculty monitors in-service learning hours by means of an online platform, called Community Hours.

Flagship project: iZindaba Zokudla

iZindaba Zokudla (an isiZulu phrase for 'conversations about food') is a multi-stakeholder engagement research project that aims to create opportunities for urban agriculture in a sustainable food system. It links academics, stakeholders and communities in order to develop service learning and applied research projects relevant to a sustainable food system. iZindaba Zokudla organises a series of engagement events, which establish an action research cycle, wherein research projects and community action plans can be developed and implemented and reflected upon. The engagement events integrate the whole University, and include the Farmers' School and Innovation Lab, iZindaba iLanga (hosted in conjunction with the Process, Energy and Environment Technology Station at UJ's Doornfontein Campus), the 'Let's talk business' workshop offered by UJ's Centre for Entrepreneurship and the iZindaba Zokudla Stakeholders Forum for academics and stakeholders.

iZindaba Zokudla has pioneered social innovation, action research and multi-stakeholder methods for technology development, development facilitation, and entrepreneurship development for emerging and urban agricultural and food enterprise development. To accomplish this, iZindaba Zokudla links a wide range of stakeholders in society and the community in order to develop novel, innovative and sustainable enterprises.

Stakeholders with iZindaba Zokudla

Besides being linked to all University units and departments, iZindaba Zokudla has worked closely with Slow Food (international and Johannesburg), the Klipriviersberg Sustainability Association, the Johannesburg Chamber of Commerce and Industry, as well as the African Association for Vertical Farming, the Innovation Hub, the Land Bank and the Small Enterprise Development Agency. The project also works with numerous emerging enterprises, and has developed a referral system to the UJ Centre for Entrepreneurship.

Faculty of Health Sciences

CE involvement of all departments in this Faculty is well on track and ongoing. Most of the CE projects involve in-service learning; however, many organised outreach projects are also facilitated.

Flagship project: Riverlea Community Project

The project was implemented in February 2010 as part of the Faculty of Health Sciences' Health Training Centre. The strategic partners are Riverlea Development Trust, MRC, City of Johannesburg (CoJ), Wits University, and World Health Organisation (WHO). Services are provided at Riverlea Health Clinic and Recreational Centre and at schools. In total, 418 students participated in the project.

Riverlea is a very poor community, and residents do not have the financial ability to access services themselves. The problems in the community were identified by a Health Environment and Development (HEAD) Study. The City of Johannesburg and Prof Matthee (MRC) originally approached the Faculty. The Faculty of Health Sciences considered multiple motivations for the activation of a social outreach project of this nature, with agreement that the project would be of benefit to the Riverlea community members, to Faculty students through practical experience, and that it would also create new research opportunities.

There are various aspects to a project of this nature, which involve changing community practices, fostering networks, educating stakeholders, promoting community education and strengthening individual knowledge and skills. Six departments are involved in this project, namely Environmental Health, Medical Imaging and Radiation Sciences (MIRS), Nursing, Optometry, Podiatry, and Sport and Movement Sciences. Podiatry and Optometry host one clinic per week (excluding recess periods), with a target of 12 patients consulted per session. The Environmental Health Department works in collaboration with the City of Johannesburg's Environmental Health Department to address health issues as they arise in the community. MIRS does antenatal ultrasound screenings weekly on patients visiting the antenatal clinic in Riverlea. Nursing places Community Health and

Midwifery undergraduate students at the clinic at certain times of the year. UJ Sport and the Department of Sport and Movement Studies conduct programmes and workshops on early childhood development, focusing on Phases 1 and 2. Development, sport coaching, officiating and management are also envisaged.

Students consult patients under the supervision of a qualified clinician, which ensures the provision of a professional service to the community. The local clinic in Riverlea provides a one-stop venue where patients are consulted. The project is evaluated through weekly statistics of the number of patients seen for clinical disciplines and reports from other departments, as well as patient satisfaction.

The project is funded by Discovery Fund, by means of a multi-year grant for a period of three years, up to 2019/2020, although funding for the coming two years will only be granted if the report back is deemed satisfactory. In 2017/2018, the Fund provided R350 000.

Project name: EMC Department emergency response vehicle

The project was identified in 2009 as a possible area where the mortality rate could be decreased in paediatric and maternity patients, while being transferred or during emergency situations outside of hospitals. High mortality rates were found at outlying clinics, where no specialised care is available or where there is no means to transfer patients safely and appropriately to a higher medical facility. Industry role players were approached to assess the potential impact of a project of this nature and to determine their willingness to participate in the project. Good feedback and willingness from partners were received, and a collaborative project was initiated between UJ, the Gauteng Department of Health, Emergency Medical Services (Gauteng Provincial Government, GPG) and Philips Healthcare.

This project services the community free of charge and makes available a highly specialised ICU retrieval team that transfers and treats high acuity patients between medical facilities. This project is a first of its kind in Africa. UJ provided the project plan, platform, specialised medical equipment, and academic support, and manages the whole project; while GPG provides the ambulance and staff to run the project. Philips Healthcare sponsored several pieces of highly specialised medical equipment, differentiating this ICU unit from any other ICU unit. Since inception of the project in February 2015, the ICU unit has transferred over 60 high acuity patients between facilities. The vehicle is also used as a platform for training Emergency Medical Care Health Sciences students (43) and will in future be used to train pre- and postgraduate nursing students in the pre-hospital ICU environment. Throughout the year, Wits Emergency Medicine Registrars also rotated through the vehicle to gain pre-hospital experience.

In tandem with the above project, the Department's emergency response vehicle continues to operate in the greater Johannesburg area, assisting the City of Johannesburg Emergency Medical Services (CoJEMS) with emergency calls it receives. All the calls serviced and patients treated are handled in the same way as with the ICU ambulance. This resource is available for CoJEMS and GPG if assistance is requested. Alumni from this Department are also asked to accompany departmental staff on shifts with students to assist with the clinical guidance, but it is also a way for the Department to keep in contact with alumni and expose the students to them.

Faculty of Science

CE is an important function of the Faculty of Science. As such, the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities through a number of community engagement projects.

Flagship project: The Soweto Science Centre (SSC)

The SSC's Learner Intervention Programme continued in 2018, with the Centre offering support in Mathematics, Physics, Chemistry and Life Sciences to Grade 10, 11 and 12 learners. It performs this through a Saturday school and extra tuition, an Easter holiday programme, a three-week winter holiday programme, and an October science fun holiday programme.

A total of 22 learners attended a career-day organised by the SSC with the insurance company, Hannover Re, at their offices in Rosebank. Selected SSC learners were sent on a geology excursion in conjunction with the library

and the Geological Society of South Africa. They attended a world-class exhibit of rock and mineral specimens from the interior of the earth in the APK Library.

The SSC hosted National Science Week (30 July 2018 to 3 August 2018), with approximately 3 000 learners participating for the duration of the week-long event. The event was held under the theme 'Deepening our democracy through science', which was decided upon by the Department of Science and Technology through the Ministry. The SSC also hosted talks from various departments in the Faculty of Science: the SATINA 1 practicals (Introduction to Science and Technology for Intermediate Phase 1) ? a science module offered by the Department of Childhood Education to first-year students.

Other interventions/interactions

The Eldorado Park Primary School Library initiative, a faculty-based CE project linked to the Faculty's Mandela Day initiative, started a reading programme in 2018. Approximately 160 Grade 6 learners from the Eldorado Park Primary School participated in a science themed reading competition.

A further nine CE projects in the Faculty were active during 2018; details are to be found in the full Annual Report.

Faculty of Art, Design and Architecture (FADA)

The Faculty of Art, Design and Architecture facilitates various CE projects throughout the year.

Flagship project: Lotlhakane (North West)

Community-engaged research with Lotlhakane (North West) towards the design and development of a community centre for the elderly and disabled.

This community partnership was initiated by the Dean of FADA with two distinguished alumni – Lerato Shadi (FADA Dignitas Award 2016) and Kgosi Seatlholo – as a four-year partnership with various FADA departments. The project proposes the use and revival of indigenous knowledge systems in the development and building of the planned centre structures through the application of local and eco-friendly building materials, in collaboration with local artisans. A participatory user-centred design approach is used to gather data and assess community needs, and for the design and development of the Centre.

In 2018, Phase 2 of the project saw a research site visit by two lecturers and 36 FADA students (from Architecture and Visual Arts), who spent two nights as homestays with local hosts. The two students conducted research-based interviews around herbs and medicinal plants, indigenous building techniques as well as mural designs. The mural design research led to the preliminary painting of a mural inside the hall. Design-based projects of the community centre and surrounds were then executed after the site visit by the Architecture students and included as part of their curriculum for assessment.

This was followed by a day-long feedback visit to Lotlhakane in October 2018. The project will continue during 2019.

College of Business and Economics (CBE)

Primarily, the College's departments drive the initiatives relating to CE. Projects on transformation largely included capacity-building initiatives aimed at bringing about greater equity. Some of the projects focus on organised outreach, while several service learning and community-based research projects are also being run in the College of Business and Economics.

Flagship project: Common Good First – Digital Storytelling Project

South Africa's voiceless communities can now tell their own stories with the support of our Common Good First – Digital Storytelling Project, in partnership with Nelson Mandela University. The first digital lab was launched in Port Elizabeth; UJ's satellite lab has been set up on the Soweto Campus. CBE staff involved in the project are Ms Adelaide Sheik, Ms Joyce Sibeko and Dr Chris Schachtebeck.

The Digital Storytelling Project was conceptualised to grow the emerging South African social innovation sector, by creating a digital network, known as Common Good First. It was created to capture and showcase

social impact projects in South Africa, connecting them to one another, and to academics and HEIs around the world. It provides an online directory of innovative social projects for learning and teaching, as well as offering opportunities for community engagement to students in South Africa and the European Union (EU). In so doing, it also addresses the issue of the 'digital divide', as identified by the country's National Development Plan 2030, by supporting the growth of e-skills among community groups.

Innovative digital storytelling modules will be co-designed and taught by young people in our partner HEIs and in community projects. Modules in digital storytelling created for both student engagement with the wider community, and community projects themselves, will be rolled out in mobile labs, focusing on rural, peri-urban and urban locations.

Project Name: Student volunteering

Department: School of Public Management, Governance and Public Policy

The student volunteer champions, in collaboration with communities, succeeded with projects such as the blanket knitting and the 'Tops and Tags' initiative. The latter project was in partnership with Interwaste Environmental Solutions. The Department also had online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment (FEBE) and assisted non-governmental organisations (NGOs) to develop business plans. In-house, over 250 senior students volunteered and were trained to support first-year students.

The student volunteer champions in the School of Public Management, Governance and Public Policy contributed to 10 volunteering projects in 2018, in terms of community engagement initiatives carried out by students focusing on the Sustainable Development Goals.

Faculty of Engineering and the Built Environment (FEBE)

The Faculty of Engineering and the Built Environment (FEBE) strives to incorporate in-service learning, community-based research as well as organised outreach projects throughout its annual CE schedule.

Flagship Project: Solar Electrification Project for Gwakwani Village (Limpopo)

The Gwakwani Project is a community outreach project embarked on by the School of Electrical Engineering in 2014. Gwakwani is a rural village about 650 km from Johannesburg. Through a professor at the University, this village in Limpopo province was identified as extremely isolated and without amenities, such as electricity. It also has a very limited water supply. Other challenges faced by the residents include nutritional challenges due to the lack of water, and income limited to the government grant of R300 per month per family unit.

Initially, water and lighting were identified as two major problems in the village. After interventions by the University of Johannesburg through Prof Johan Meyer (Head of School, Electrical Engineering), his colleague, Prof Sune von Solms, and the Research Connect Group, in partnership with Schneider Electric, these challenges have largely been addressed.

After some very detailed research, the proposal emerged for a solarised bakery in the village of Gwakwani. With the help of our partner, Schneider Electric, the Gwakwani Bakery is now fully operational. Eight people currently work in the bakery, production is going well and about 120 loaves of bread a day are produced. This has attracted attention from as far as Tshipise, 70 km away. An income of about R1 000 per day is generated, producing about R22 000 a month.

Through this bakery, it is envisaged that the problem of nutrition and income will be partly addressed, as the project will help create employment opportunities for residents. Not only has this assisted Gwakwani Village in building a small economy, it has also helped the surrounding villages to produce an affordable staple feeding scheme and excellent nutrition on a daily basis. The people working in the bakery now earn a salary in excess of R700 per month, providing their families with more than double their monthly grant.

Project Name: Attraction and retention of female learners from rural communities to Engineering and Technology careers, with subsequent registration at UJ (Department of Metallurgy, FEBE)

This is an organised outreach project for the Faculty of Engineering and the Built Environment (FEBE). This education leg of the community engagement project portfolio from the Mineral Processing and Technology

Research Centre (MPTRC) is led by Prof Mulaba. It is aimed at attracting, motivating and helping retain learners from rural communities into careers in Engineering and Technology.

The MPTRC has adopted a rural community in Tzaneen area under the Chieftaincy of Chief Samuel Mohlaba. The aim is to carry out community-based research projects while developing new technologies.

In 2016, the MPTRC assisted the BM Mkhabela High School with portable Science (Chemistry and Physics) experimental kits. As a result, matric results improved to close to 89%, and have since then remained between 75% and 85%.

In addition, four yearly visits and interactions with learners from the Thohoyandou Technical High School in 2016 attracted about 10 learners to the University of Johannesburg, who all registered at various FEBE departments. It is intended to expand this intervention in 2019 into a pilot project in five jointly selected schools in the Tzaneen community. The project aims to contribute to technology driven rural development through human capital investment in engineering education, and to attract young females from rural communities into the Engineering and Technology careers. The objective of the project is to adopt at least five high schools as nurseries for UJ, to ensure the visibility of FEBE and UJ in Tzaneen and Venda, and to attract Orange Carpet learners from those rural areas.

Faculty of Law

The UJ Faculty of Law maintains one of the leading law clinics in South Africa, which has been running successfully for the past 36 years. The Law Clinic continues to set the benchmark for other law clinics in South Africa. It is curriculated in the fourth-year module, Applied Legal Studies, and assessed accordingly as service learning.

Flagship Project: UJ Law Clinic

The UJ Law Clinic (based in the Department of Procedural Law) consists of three individual clinics, each headed by a Principal Attorney under the auspices of the Director, Mr Eddie Hanekom. The UJ Law Clinic is a service learning project that aims to render free legal services to needy clients, and at the same time to address the clinical training of law students. Each of the three current clinics aims to serve a specific community with specific needs, in terms of the type of access to justice required. Final-year LLB students attend to clients and cases under the supervision of five attorneys.

The objectives of the project are as follows:

- Clinical legal education and transfer of skills and applied competencies to final-year LLB students, with emphasis on the development of an ability to think analytically, and on instilling an awareness of the practical consequences of the application of theoretical knowledge.
- Delivery of free legal services to needy members of the public, in line with the guidelines of the Law Society of South Africa.
- Each of the final-year LLB students also has to complete 10 hours of compulsory non-legal community service; and many NGOs and NPOs have been the beneficiaries of this.

In 2018, 276 final-year LLB students successfully completed their clinical work at the Law Clinic.

ACHIEVEMENTS OF DIVISIONS

Academic Development Centre (ADC)

Project name: Ikamva Youth (Ivory Park & Ebony Park branches)

The project is aimed at providing academic study skills to learners who are schooling around the Ivory Park and Ebony Park secondary schools in Midrand and are registered with the Ikamva Youth NGO. These Grade 10 to 12 learners normally attend tutoring classes on Saturdays, with the goal of improving their academic performance. Through an agreed schedule, crucial skills, such as time management, goal setting, note taking, and exam preparations, are addressed. In 2018, two sessions on the academic writing process and reading strategies were also offered. A book chapter based on this initiative has been published.

Project name: Krugersdorp Correctional Services

The project is aimed at providing academic study skills to students among the Krugersdorp Correctional Services inmates, who are registered for various academic programmes. Their fields of study range from ABET Level 1 to 4 to post Grade 12 schooling. Some of their requirements are addressed by colleagues from our Learning Development Unit, in other cases, expertise is requested from other UJ departments. In 2018, the following study skills were offered: basic communication, facilitation, and group dynamics. Further colleagues offered career guidance and basic computer skills. Attendance is gradually increasing, with 49 students currently attending. We intend to develop a research proposal around this project.

Project name: School public speaking

Ms Razia Mayet was involved in adjudication at the following schools' public speaking projects: Ridgeway School: adjudication and training; AL Huda Girls School: adjudication and training; Lenasia Muslim School: adjudication; and Azaadville Secondary School: adjudication.

Centre for Academic Technologies (CAT)**Project name: Riverlea FET College**

We offered workshops (five-hour sessions per day) to 72 students from Tourism N6 College, focusing on MS Office basics, to enable students to use Word, PowerPoint and Excel, for assignments, compiling CVs and typing cover letters for job applications.

Student Affairs**Community service mobilisation by student organisations**

Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools. Approximately 30 student societies and 10 groups from RAG and the residences participated in cleaning and donating food and clothing to a number of orphanages and homes of less advantaged people.

About 1 200 students participated in these community engagement initiatives, which benefited the following organisations: Westbury Primary School, Alexandra Children Home, Conquer Games Katlehong, Hector Peterson Memorial Park, Footprint Hospice Orlando East, Dube Cleaning Campaign, Mthwala Children Home, Hillbrow Centre, Orlando Children Home, Mohlakeng Home for People with Disabilities, Bombani Home for the Abused, Nkanyezi Stimulation Centre, Ethembeni Children Home, Little Rose Centre, Village of Hope Children's Home, Abangani Nkosini Children Home, Tswaranang Children's Home, Othandweni Family Centre and Bokamoso High School.

UJ Sport

The UJ Sport Division aims to serve communities and help create an enabling environment for sport development. The main focus of UJ Sport is to increase the demographics and number of athletes from the marginalised groups competing in the high performance setup. It also seeks to promote transfer through the development of coaches and athletes from grassroots level, and to emphasise the importance of balancing academic and sport excellence. Sport clubs provide services to communities by making available sport facilities for communities and by partnering with organisations who share the same vision as the Division. Developmental programmes are code specific and delivered through events, specialised coaching, coaching clinics, career guidance and other aspects deemed important to development. The programmes also form part of the recruitment strategy for UJ clubs.

The following interventions and interactions, which were all classified as organised outreach, were made during 2018:

- UJ Football Development (two projects)

- UJ Girls Schools League
- Mass participation day
- Winter holiday programme
- SARU U/18 Girls Youth Week
- Athletics coaching clinics
- Imbokodo Women's Rugby Tournament
- Rowing mentorship
- Egoli Squash
- Youth Hockey
- Basketball
- Classification workshops

The aforementioned programmes are ongoing initiatives by the UJ Sport Division in partnership with the Gauteng Provincial Government (Department of Education and Department of Sports, Arts, Culture and Recreation), Diski Nine9, Southern Gauteng Hockey Association as well as SASCOC and SARU. Other external stakeholders are community clubs and associations, and Egoli Squash. Sustainability is the key aspect to ensure development, and these are annual and ongoing events that aim at growing the number of developed athletes and number of scholars who meet the required academic standard.

CONCLUSION AND WAY FORWARD

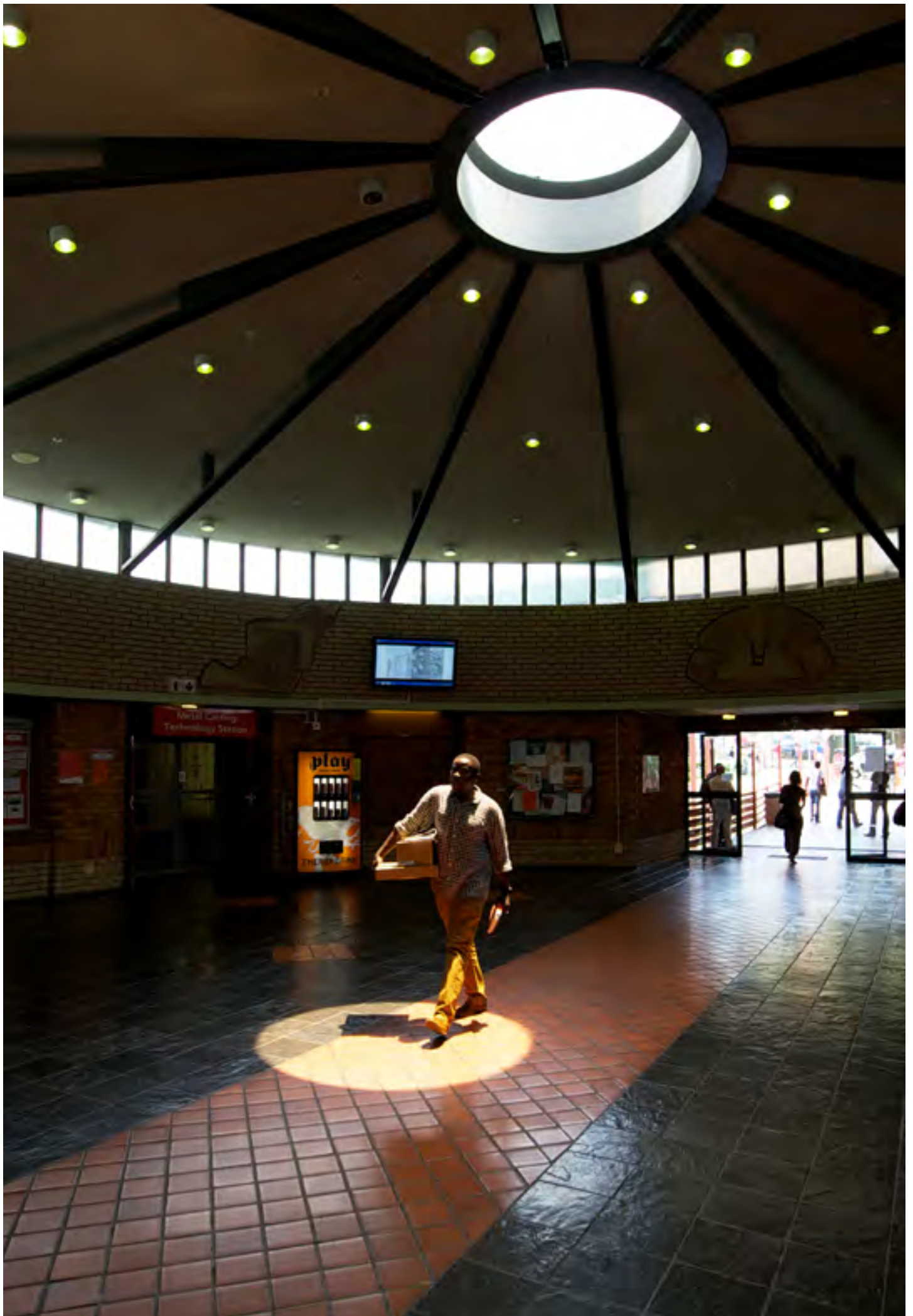
As a Unit within the Division of University Relations, we remain focused on promoting and protecting the reputation of the University's brand, guided by the University's Strategic Objectives 2025, by engaging its students in social citizenry through CE.

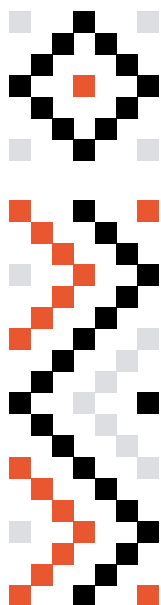
In 2019, Community Engagement will continue to function with internal and external stakeholders, upholding the UJ values of imagination, conversation, regeneration and ethical foundation. We will continue to engage stakeholders regularly for the benefit of UJ and the communities we work with, with the longer-term purpose of repositioning Community Engagement within the Fourth Industrial Revolution strategy.



Nolitha Vukuza (Dr)

Senior Executive Director: VC's Office





University and Stakeholder Relations

OVERVIEW

For the University of Johannesburg to achieve its 2025 Strategic Plan, it is important to develop and maintain relationships with significant stakeholder groups. Stakeholder engagement impacts on UJ's reputation, both nationally and internationally.

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

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and divisions at the University play an important role in stakeholder engagement. These interactions will be highlighted in more detail within their individual annual reports; indeed, stakeholder engagement, and specifically engagement with UJ students and staff as key stakeholders, is a core theme running through this Annual Report.

During 2018, the UJ Management Executive Committee took the decision to further enhance stakeholder engagement through a relocation of key associated offices and units in the support domain. The Division of Institutional Advancement, renamed the Division of University Relations, now comprises Strategic Communications, UJFM, Marketing and Brand Management, Government and Stakeholder Relations, and Community Engagement, all reporting to the Senior Executive Director in the Vice-Chancellor's Office. The Alumni Office and Student Marketing have been relocated to the Division for Central Academic Administration within the Registrar's Portfolio, which brings together all units associated with the student life cycle. Events Management has been relocated to Corporate Governance, within the Registrar's Portfolio. Finally, Fundraising and Development now reports to the Chief Financial Officer.

The contributions of key support units to stakeholder relations will be presented in this integrated report on stakeholder relations; the input of some other units and of faculties can be found in their own sections in this Annual Report.

CONTRIBUTIONS BY THE DIVISION OF UNIVERSITY RELATIONS

The Division of University Relations annually rolls out a strategically focused programme to foster understanding of and support for the University of Johannesburg among its various stakeholder groupings. Programmes align with the University's Strategic Plan 2025, emphasising national and international reputation management and further elevating UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of University Relations and its multiple operating sections is to ensure active stakeholder engagement to advance the profile, reputation and subsequent funding solicitation for the University. This drive has a wide scope and is achieved through integrating the functions of the various operating sections of University Relations:

- Strategic Communications, which safeguards and advances UJ's reputation through various forms of communication: print, media, digital, social media and website management.
- UJFM, which drives strategic communication through broadcast to students and the community.
- Marketing and Brand, which builds and protects UJ's corporate brand and corporate identity.
- Government and Stakeholder Relations, which facilitates and sustains relations with government, agencies and parastatals.
- Community Engagement, which creates active interaction between UJ and its communities.

Strategic Communications

In 2018, through an exercise aiming at aligning functions, all forms of communication were brought together under Strategic Communications: print, social media, digital, broadcast and the website.

Our website gained significant coverage in 2018, with the latest Webometrics Ranking of World Universities, also referred to as the Ranking Web of Universities, showing that in this year's January 2019 edition, UJ has been ranked 840th in the world and sixth in South Africa – out of 28 000 universities ranked worldwide. This is a half-yearly climb of ten places from the July 2018 world rank of 850, and an annual rise of 79 places from the January 2018 world rank of 919, with no change in our national standing. For 2019, we aim to improve this further, particularly our national standing.

In 2018, UJ had a strong media presence across various media platforms regarding thought leadership articles on the Fourth Industrial Revolution, research, and academic and current affairs. For the period under review, Strategic Communications generated a total of 27 594 press clippings – largely opportunity-based brand image contributions (93%).

From a media cultivation perspective, Strategic Communications built a sound relationship with media houses (print, online and broadcast), in an attempt to drive institutional stories. Daily interaction with the media, in particular radio producers, bore fruit with over 444 academics and University representatives sharing their insightful views on current affairs and topical news items across the various platforms. Additional academics and experts were encouraged to pen opinion pieces on topical issues related to their domain. In total, 241 opinion pieces were penned and published in major newspapers and online sites. This also sparked conversation on broadcast, and some academics and experts were featured on various radio and TV stations.

Media widely reported on significant institutional stories. For the period under review, UJ, in terms of traditional media (print, broadcast, and online), was constantly among the top three higher education institutions that generated the most media coverage compared to other major universities – at times switching the second spot with Wits University. According to the latest media analysis results for January 2019, UJ is currently rated second. For the rest of 2019, we will continue with our endeavours to eclipse UCT in the top spot.

Apart from maintaining a presence in the media, internal communications remain an important component of our strategy. A successful internal communications survey to staff and students was conducted in 2018, with recommendations leading to the launch of a monthly digital student newsletter, weekly VC video messages, campus TV screens (installations to be completed in March/April 2019), and improved two-way communication with students. To strengthen balanced dialogue and create an active voice in the UJ community, a timeous and continuous flow of inward communication was maintained with staff, students and parents. The *VC Note*, which was distributed weekly, kept these stakeholders abreast of the University's successes and achievements.

The appointment of a videographer in Strategic Communications saw an increase in multimedia content, with greater coverage of significant events via livestream channels. The redeployment of a web publisher from the ICS Division to Strategic Communications has enhanced our operational efficiency, as we are now able to publish content within quick turnaround periods. Webometric rankings further improved during the year under review, with UJ ranking 967 globally, seventh in Africa, and sixth in South Africa.

UJFM – UJ's Campus Radio Station

UJFM executed its mandate in promoting the new institutional vision of global excellence and stature (GES) 4.0 as well as Pan-African thought and conversation, through quality, relevant and thought-provoking programming informed by UJ's institutional values, vision and strategic objectives. In terms of third-stream income, a total amount of R1.2 million was generated in 2018 through diverse revenue streams.

An application for a broadcasting licence renewal was made and submitted to ICASA, and two programming meetings were held with stakeholders.

Advancing the institution's global excellence and stature, the following highlights were noted in 2018:

- Seven high-profile interviews on the Fourth Industrial Revolution (4IR) were conducted with the Chairperson of Council, the Vice-Chancellor, and MEC and ELG members.
- 241 UJ news stories on the Fourth Industrial Revolution made headlines on UJFM.
- There was full coverage and broadcast of the following events of the Institute for Pan-African Thought and Conversation:
 - 'Ivory Towers to Ebony Towers'
 - Full coverage of all projects for the Institute for Pan-African Thought and Conversation for 2018
 - Conference on Cyberbullying (with Community Engagement)

In 2018, UJFM saw:

- 10 students trained to become on-air presenters and news reporters at UJFM, with one currently being employed by Mintek, one by the SABC and one by Kagiso Media.
- 20 on-campus brand activations – five being institutional projects.
- Full coverage of the SRC elections.
- Full coverage of three major Transformation Division activities, including Staff Day.

UJFM also established the following digital platforms:

- A radio live-streaming channel
- A podcast channel
- Video streaming – successfully piloted with 4IR events
- A mobile app and multimedia website (the process is pending at ICS).

Marketing and Brand Management

With a brand refresh in 2017, underpinned by UJ's vision, mission, values and manifesto, UJ reinforced its excellence and stature on the international stage while remaining proudly anchored in Africa. The University reaffirmed its brand promise and purpose of dynamically shaping the future. At the onset of a new era for UJ with the inauguration of a new Vice-Chancellor, there was a shift in focus to GES 4.0, to position UJ as a leading voice in the Fourth Industrial Revolution.

The Marketing and Brand team realigned their campaign with this shift in strategic focus and launched UJ's GES 4.0 vision in May 2018 with *'The future is coming; we've pre-imagined it. 4.0 will change the world and we're on it.'* The Creating Tomorrow Marketing Campaign was rolled out on new and traditional media platforms, including all social media platforms, various digital media spaces and on billboards, newspapers, radio, television and magazines – nationally and internationally.

On the international front, editorials and native content appeared throughout the year on Quacquarelli Symonds (QS) and Times Higher Education print, digital and social platforms. There was also a drive to increase our Pan-African marketing efforts, which saw UJ featuring in *African Business Quarterly*, *Forbes Africa*, *Africa Investor*, *Africa's Most Influential Women*, *the BRICS Quarterly*, *Africa News*, and *Pan-African Parliament*. Adverts featuring 4IR and GES stories, as well as other news-making UJ stories, appeared nationally in the *Mail and Guardian* every two weeks.

The campaign reached over 174 million people, and we were able to negotiate discounts of almost 35%, allowing us to grow our reach without additional investment.

On-campus brand material, including street poles and wall banners, was updated early in 2018 to capture the following themes: GES flagship programmes; the Fourth Industrial Revolution; innovation; morality; inspiration; and Africa.

As part of the campaign to position UJ as leading the conversation around the Fourth Industrial Revolution, a fully online debate regarding 4IR topics was started and coined Cloudebates™. Three of these were presented and, 'virtually speaking', well attended: 'Man vs machine', 'Is 4IR the demise of childhood?' and 'Digitally equal'. An online platform was created to house all material related to 4IR and the Cloudebates™ – www.uj.ac.za/4IR.

UJ social media platforms have been active and are managed according to a content calendar to ensure support of UJ's holistic marketing campaign. UJ-wide news items are also captured on a regular and planned basis. All social media platforms have shown positive growth during the year, achieving an advertising value equivalent of R143 million during 2018. The UJ Facebook page was recognised as one the most popular out of 8 293 official University Facebook pages surveyed, according to the 2018 uniRank Facebook University Rankings. UJ was placed 125th and in the top 200 – the only South African university to make the list.

Table 56: Social media fan base (progress from 2015 to 2018)

Social Media	End 2015	End 2016	End 2017	End 2018
Facebook page likes	257 000	308 125	334 346	365 344
LinkedIn followers	15 200	128 657	158 575	194 812
Twitter followers	9 190	12 288	19 595	38 425
Instagram	–	7 721	10 663	14 988
YouTube	–	–	2 528	3 930

Four academic brand ambassador workshops were hosted and well received. In total, 55 UJ academics were equipped with skills to self-promote their research to the benefit of themselves, but also the UJ brand.

On the undergraduate, above-the-line marketing front, the Orange Carpet Campaign was refreshed and advertisements ran from April to September. In total, 2 406 applications were received by close of registration in September – up from 2 033 in 2017. This campaign was followed later in the year by the Grade 9 Subject Choice Campaign, and by Apply On-time and then No Walk-ins Campaigns, to ensure that potential students understood the process of applying to and registering at the University.

Government and Stakeholder Relations

During the year under review, Government and Stakeholder Relations made progress towards implementing the University's global excellence and stature vision through focused relations with government and other key stakeholders.

Agreements and partnerships were refined and delineated into the following focus areas: local government and agencies; provincial government and national government; and parastatals (state-owned enterprises). This delineation model produced positive results, as the team members were able to focus on their respective government areas. Achievements included the following:

- Cementing major high-level relations with government representatives at local, provincial and national levels.
- Signing an MOU for use of drones for infrastructure projects between UJ (Resolution Circle) and the Gauteng Department of Infrastructure Development (GDID) on 7 July 2018, with the UJ Vice-Chancellor and MEC, Mr Jacob Mamabolo, in attendance.
- Launching and signing an MOU for Moses Kotane Skills Development Centre, embracing a partnership between UJ (RC), GDID, and DHET, on 26 July 2018, with MEC, Mr Jacob Mamabolo, and Deputy Minister (DHET), Mr Buti Manamela, in attendance.

- Launching the Graduate Recruitment Scheme on 25 July 2018, in partnership with the Department of Public Service and Administration (DPSA), with UJ Vice-Chancellor and DPSA Minister, Ms Ayanda Dlodlo, in attendance.
- Co-hosting a Food Safety and Security Conference at St George's Hotel from 14 to 18 October 2018 – a collaboration between UJ and the University of Pretoria, where new developments were tabled with regard to solving water challenges in Africa.
- Facilitating participation of UJ students at the NEPAD Africa Day Celebration on 24 May 2018, where 50 UJ students participated.
- Participating in various engagements regarding a review of UJ's MOU with the City of Johannesburg.
- Hosting two major work experience events, including awareness of the city oversight governance structures, namely Chair of Chairs as well as a Mock Council Sitting.
- Hosting three major stakeholder relations dinners for government and a variety of other stakeholders.
- Creating awareness through the identification of tenders that were circulated to faculties for consideration. Tenders were identified but uptake was minimal due to capacity constraints within faculties.
- Supporting FEENIX projects where donors are paired with individual students needing financial support. The Government and Stakeholder Relations Unit played an influential and supportive role, resulting in UJ receiving a R178 000 funding disbursement for UJ students.
- Maintaining direct contact and lobbying with the Energy and Water CEO, Mr Errol Gladwell, resulting in UJ receiving R2.5 million in funding for student bursaries.

Community Engagement

Community Engagement is the third pillar of higher education, and is a strong focus at UJ. Relationships have been built and maintained with a wide range of community stakeholders, to the benefit of both these stakeholders and the University. This sphere of activity is led by the Community Engagement Unit, with very substantial contributions made by all faculties. For further information, see the report on Community Engagement in Section 11 of this Annual Report.

CONTRIBUTIONS BY OTHER DIVISIONS AND UNITS

Student Marketing

The Student Marketing Unit plays a critical role in stakeholder relations, specifically in the marketing strategy of the University, by creating the required awareness among high school learners as to the different qualifications offered by UJ. Learners are able to make more informed decisions regarding their career and study choices through school presentations, campus visits, career days and exhibitions.

The following activities were executed in support of the student marketing strategy:

- Orange Carpet Campaign
- UJ Open Days
- Grade 9 Subject Choice Seminars
- Apply On-time Campaign
- No Walk-ins Campaign
- Hamlet and Othello marketing opportunity at the UJ Arts Centre Theatre attended by 8 589 learners and 337 teachers.

Through a targeted focus, registrations in both the 'Above 35 APS' and the 'Orange Carpet' applicant categories increased: the former from 1 964 in 2017 to 2 167 in 2018; and the latter from 2 033 in 2017 to 2 408 in 2018, respectively.

Numerous activities with feeder schools took place, in order to maintain and further build strong relationships. Around 400 presentations to Grade 12 and Grade 11 learners and close to 300 Life Orientation visits were made. In addition, 76 visits to school principals and 51 teacher presentations were made, and 115 career days organised.

In 2019, the intention is to introduce new digital marketing and virtual engagement strategies, such as the use of virtual reality (VR) headsets. Chatbot technology will also be investigated, to allow interaction with school learners in the form of an augmented reality virtual assistant who can answer questions and assist with the application process

Alumni Office

The primary focus of the Alumni Office is to facilitate and maintain effective contact with its worldwide community of alumni, with the aim of keeping them informed of and engaged in University activities. The involvement of alumni is crucial to the sustainability and growth of the University and provides important ties between the past and the present. The alumni network helps to serve alumni needs and to encourage their involvement and support in preserving and building the brand and stature of the University.

The relocation of the Alumni Office to Central Academic Administration strengthened collaboration and aligned efforts between the Graduation Office and the Alumni Office.

During 2018, the Alumni Office firstly focused efforts on reconnecting with alumni from the legacy institutions and secondly, on increasing the Office's marketing reach through online and social networking platforms. Thirdly, there was a strong focus on the use of technology to build alumni networks, making it easier and more convenient for alumni to connect with the University.

Extensive advertising campaigns were executed in the media, radio and on digital platforms (e.g. News24, LinkedIn, Facebook and Twitter) to encourage alumni to get involved with UJ and to update their contact details. The Alumni Office was successful in reaching our broad and diverse alumni base through virtual and digital engagement and online media exposure. During the year, 9 000 alumni updated their communication details.

The first edition of the alumni magazine, *Impumelelo*, was delivered in December 2017 for distribution early in 2018. The second edition of the magazine was created for mainly digital media (with a limited number of print media copies available on request) and delivered in the second semester of 2018. Regular communication on UJ activities or events is shared with 68 000 active email subscribers from almost 150 000 alumni (from UJ and founding institutions).

This increased alumni engagement has enabled a renewed sense of who our alumni are and what our community is most interested in. According to the Universum Talent Research Survey, the average level of satisfaction of UJ alumni is higher than the overall average satisfaction rate of all universities surveyed. In 2019, we intend to expand on off-campus alumni benefits, and to implement systems to allow alumni to be more engaged through online collaboration, in terms of availing themselves as mentors to current students.

Other institutional stakeholders

Student Affairs plays a crucial role in building and maintaining sound relationships with our student body, and their efforts continue each year, adjusted to the changing student body. UJ Arts and Culture and UJ Sport have also contributed substantially to building relationships with a wide range of stakeholders, both on and off campus, in 2018. For further detail see the reports of these three entities in Section Thirteen of the Annual Report.

The Division of Internationalisation plays a pivotal role in enhancing UJ's scholarly engagement and impact on national, regional, and continental transformation agendas, as well as in positioning the University on the global higher education landscape. The Division's full report is found in Section Nine of this Annual Report.

Sound relationships with communities on the several UJ campuses are also important, and the Operations, Protection Services, and Campuses divisions ensure that relationships remain strong through ongoing liaison, which is important to the sound operation of our campuses and the safety and security of our students. Further detail is to be found in Section Fifteen of this Annual Report.

The contribution of the Fundraising and Development Unit to stakeholder relations is to be found in Section Sixteen (under Financial Governance and Revenue) of this Annual Report.

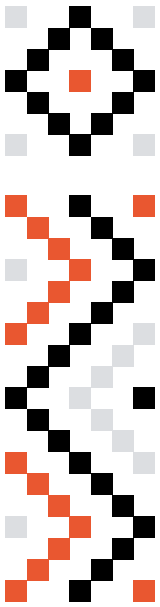


Nolitha Vukuza (Dr)

Senior Executive Director: VC's Office







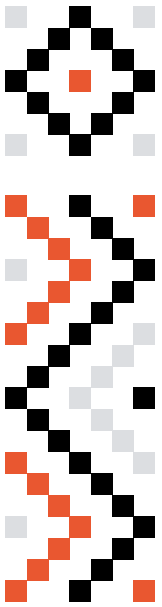
Student Life

OVERVIEW

This section focuses on student life at the University of Johannesburg with reference to Arts and Culture, Sport, and Student Affairs. Both Student Affairs and Sport are headed by Senior Directors; and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

Tshilidzi Marwala (Prof)
Vice-Chancellor and Principal





Student Affairs

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Operating context

The Student Affairs Division continues to provide opportunities for an outstanding and preferred student experience. This is made possible through the consistent responsiveness and progressive alignment of structure and human capital to the functions of Student Affairs. Student Affairs ensures that the environment for academic activity and developmental initiatives is stable and supportive.

In 2018, despite adjustments to align some functional areas, the Student Affairs Division still comprised two subdivisions, namely: Student Accommodation and Residence Life (SARL) and Student Life and Governance (SLG). In addition to its function of providing student accommodation to the students of the University, SARL ensured that the elements of student life (recreational activities based on the 5-Pillar Model) continued to be vibrant and provide a platform for unity and cooperation among students. Provision of student accommodation entailed admission and placement of students in residences; student life in residence; residence operations; vacation accommodation; and accredited privately owned student accommodation (POSA).

Student Life and Governance (SLG) was responsible for coordinating student development activities; providing administrative support to student structures, such as the Student Representative Council (SRC), student societies, RAG, and house committees; as well as general student development programmes. Furthermore, SLG was responsible for disciplinary enquiries, including investigations, disciplinary hearings, and alternative dispute resolution measures, such as discipline through dialogue, and conflict resolution and reparation.

With the goal of providing support to each student of the University, Student Affairs ensured that aspects of student welfare, including student hunger, basic needs like sanitary towels, psychosocial support, safety and security, risky student behaviour and student governance, were attended to in response to the challenging and changing needs of student communities. Several programmes promoting student ethics were initiated and undertaken by Student Affairs in partnership with both internal and external stakeholders.

Governance of Student Affairs

Since 2018, Student Affairs has been under the leadership of the Senior Director: Student Affairs who in turn reported to the Deputy Vice-Chancellor: Employees and Student Affairs. The Directors of Student Accommodation and Residence Life, and of Student Life and Governance, reported to the Senior Director: Student Affairs. Towards the end of 2018, the position of Head: Student Life, which used to report to the Director: Student Life and Governance, was regraded to the position of Head: University and Student Liaison, and as a result its reporting line changed to direct reporting to the Senior Director: Student Affairs.

The regrading of the position of Head: Student Life made it necessary that Student Affairs reconsider the human resources in its Student Affairs management team, in order to ensure that all functions were still taken care of. The process of realigning and repositioning the different functional roles was still continuing at the time of this report.

Three heads of functions reported to the Director: Student Accommodation and Residence Life, namely the Head of Residence Life (which was in the process of review to broaden its scope to cover student life in general), the Head of Residence Operations, and the Head of Privately Owned Student Accommodation (POSA). Two heads of functions reported to the position of the Director: Student Life and Governance, namely the Head of Student Governance and the Head of Student Judicial Services, which were also reviewed to enhance their efficiency and effectiveness.

Student Affairs provided several student governance structures with administrative and managerial support. These were the Central Student Representative Council (CSRC) and the four campus SRCs (all together constituting the UJSRC). The 16-member CSRC consisted of eight elected members plus the chairpersons and secretaries of the campus SRCs. Each campus SRC had 10 elected members, and this brought the total number of SRC members to 48. However, from 1 May 2018, the Student Advisory Council (SAC) was appointed in place of the UJSRC, as the SRC elections planned for April 2018 could not take place due to ongoing discussions and negotiations between student organisations and the University. In addition, the house committees, student societies, RAG and various student committee structures benefited from the administrative and managerial support of Student Affairs.

The House Committee Primaria Council, made up of the chairpersons of all UJ residence house committees, together with the day house committees – one for each of the 35 residences and day houses – formed the core of the student governance structures in the residences. The sub house committees, which consisted of floor representatives and the residence academic advisors who facilitated the residence academic programme, supported the house committees. In addition, the Residence Monitoring Committee, comprising residence managers, house committee members, house wardens and the Head of Residence Life, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence induction programme and reported on activities in residences that were not in line with UJ values during the first three months of the academic year.

Student Life and Governance constituted the Student Disciplinary Committees, which dealt with most of the reported disciplinary cases. The Student Disciplinary Committees were constituted with a chairperson, an assessor, an SRC representative and Student Judiciary Services officials who acted as presenters and administrators during the student disciplinary hearings. The chairpersons and assessors appointed were either senior lecturers from the Faculty of Law or external legal experts. Student Affairs submitted quarterly reports on student disciplinary cases, detailing trends, statistics and findings to Senate, Council and the Student Services Council.

The management of Student Affairs held monthly staff meetings and monthly meetings with the UJSRC, house committees, and RAG committees in order to ensure good governance and quality management. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The Student Services Council (SSC), which was co-chaired by the DVC: Employees and Student Affairs and the UJSRC President, met quarterly to address issues pertaining to student services and support.

In addition to the structures of governance mentioned above, the functions and operations of Student Affairs were directed by a number of policies, such as the SRC Constitution, the Electoral Policy, Societies Policy, Student Regulations and Regulations for Student Discipline.

Risk management

As reported in 2017, most of the identified risks had been dealt with in previous years. Student Affairs had to ensure that such risks did not resurface or find expression in the work of Student Affairs. Several further risks related to student life and activities were identified, and mitigating mechanisms were put in place. Student Affairs prioritised dealing with the following risks:

- **Sexual harassment and rape** – Student Affairs ensured that the revised Prevention and Management of Student Sexual Harassment Policy was approved by the University Council. It further supported the Transformation Office of the University with two members of staff to ensure that empowerment and educational programmes on sexual harassment and rape found expression at the University.

- **Lack of adequate accommodation on campus forcing students to stay in privately owned student accommodation that does not meet UJ standards** – The University started with the construction of the third 500-bed residence on the Soweto Campus. The accreditation process of POSA for 2018 had noticeably improved, and the University experienced minimal deviations from the policy governing POSA.
- **Safety and security of students** – Collaboration with Protection Services and the local police stations continued. Regular safety and security awareness campaigns were conducted. In conjunction with Protection Services, the matter of safe corridors was addressed.
- **Disregard of legitimate student structures** – The strict application of the SRC Constitution and the SRC Electoral Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.
- **Student governance harmony** – Even though the SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections and activities, the University still noted with concern the level of political intolerance among students and their respective student organisations. The University will continue to address this risk through its advocacy role and amendments to the SRC policies, including the strict application of Student Regulations.

STRATEGIC FOCUS AND TARGETS

According to the mandate of Student Affairs, in 2018, the key strategic focus of Student Affairs was on *Strategic Objective Four: enriching student-friendly learning and living experience*. However, Student Affairs also contributed largely towards the achievement of Strategic Objectives One, Two, Three and Five.

Strategic Objective One: Excellence in research and innovation

Student Affairs provided excellent accommodation for postgraduate students. Postgraduate accommodation offered the space and resources conducive to creating excellence in research and innovation. In 2018, there were 738 postgraduate students in residence, which accounted for 11% of the overall residence students.

Postgraduate students also participated in organised student activities, and about 30 of them took leadership positions in the structures of SRC, societies, house committees and RAG. The changes in the committee of the Postgraduate Association (PGA) unfortunately resulted in or led to some derailment of the functioning of the PGA. The process of reviewing and establishing the policy framework of the PGA was put on hold until the structure had been realigned.

Strategic Objective Two: Excellence in teaching and learning

UJ had the capacity to accommodate 47,5% (24 700) of the enrolled students on and off campus, which was a slight improvement on the 45% in 2017. Privately owned student accommodation accounted for 73% of the available accommodation. On-campus residences, which were in great demand, had an occupancy rate of 100%, while occupancy in accredited privately owned student accommodation was also 100%.

In order to realise the University's strategy of improving student success rates and student retention, Student Affairs made strides in implementing the targets set by the Admissions and Placement Policy regarding the accommodation of first-year students within University residences. First-year students accounted for 35% of the total number in residences, which was higher than the 31% in 2017 and met the target of 35% for 2018. Senior students accounted for 54%. The remaining 11% was taken up by postgraduate students.

International students residing in residences accounted for 8% (540 students) of the total number of students in UJ residences. A number of students living with various disabilities were also accommodated in UJ residences.

The following UJ residences were recognised for academic excellence in 2018:

- APB – Ndlovukazi female residence at 80% pass rate
- APK – Magnolia female residence at 90% pass rate
- DFC – Gauta female residence at 88% pass rate
- SWC – Ulwazi female residence at 79% pass rate

Table 57: A summary of key student accommodation statistics

	Category	2018 Numbers
Applications for residence	Total number of applications for residences	22 343
On-campus accommodation	Total number of beds available in on-campus residences	6 643
	Total number of beds occupied	6 643
Privately owned student accommodation	Total number of beds available in POSA	18 057
	Number of POSA beds occupied	18 057

Overall, the top performing residence was Magnolia female residence on APK.

Through implementation of and adherence to the revised Policy on Privately Owned Student Accommodation, significant improvement of privately owned student accommodation was achieved. For the 2018 accreditation cycle, 467 applications with a total capacity of 20 287 beds were received.

Strategic Objective Three: An international profile for global excellence and stature

Student Affairs continued to contribute to Strategic Objective Three in terms of promoting the participation of international students in the activities of Student Affairs, by ensuring a supportive environment for an enriching student experience.

Approximately 500 international students participated in student societies, such as Golden Key, the International Association of Students in Economic and Commercial Sciences (AIESEC), and in the Angolan, Congolese, Kenyan and Zimbabwean student associations. In 2018, 540 international students were accommodated in UJ residences.

Eight members of Student Affairs attended the Association of College and University Housing Officers ? International (ACUHO-I) Training Institute at the University of the Free State, Bloemfontein, in March 2018. On 8 to 12 December 2018, eight students and seven members of Student Affairs attended training on Student Life at Stellenbosch University, Cape Town.

Two members of Student Affairs attended the Higher Education Facilities Management Association workshop in Namibia from 21 to 24 October 2018, at which one staff member, Mr Basil Mugwena, presented a paper on privately owned student accommodation.

Strategic Objective Four: Enriching student-friendly learning and living experience

Student Affairs continued with support for students throughout the student life cycle by providing an enriching student-friendly support environment. Interventions included establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes addressing issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. Student Affairs also facilitated opportunities for recreational activities and community service and engagement.

Living and learning communities

The 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued to be nurtured in 2018. Academic excellence cut across all the elements of the 5-Pillar Model.

Living and learning communities in the UJ residences were kept active through the Residence Academic Advising Programme in which 178 senior students served as academic advisors (RAAs) to first-year and junior students. After training by PsyCaD, these RAAs provided guidance and support to first-year and junior residence students throughout the year.

About 650 day students continued to participate in Residence Life activities, organised by the seven day houses across the University.

Orientation of first-year students

Student Affairs participated in the institutional orientation programme of first-year students. The calendar and pamphlet of Student Affairs containing tips, rules and regulations, which had hitherto been distributed in hard copies during orientation, were uploaded onto the Student Portal (uLink) in 2018.

During the first-year institutional orientation programme, Student Affairs made several presentations and conducted seminars for faculties, addressing the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 5 000 students attended these presentations and workshops.

Extracurricular activities

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes. The main focus in 2018 was on safety and security, and risky student behaviour (RSB).

The number of recognised student societies (which were mainly academic, political, religious and social organisations) stood at 286 across all campuses, with about 24 258 active members.

The increase in participation in student organisations could be attributed to the successful Societies Week, which, among other campaigns, was held across all four campuses in February 2018.

Student leadership development and training

Student Affairs, in partnership with different stakeholders, facilitated a number of student leadership and development opportunities for student leaders. The student leadership ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations.

The training and development opportunities available to student leaders were as follows:

- The induction of the 2018 house committees was conducted from 29 to 31 January 2018.
- The induction programme for the Student Representative Council could not take place in 2018, as the term of office of the 2017 SRC had to be extended through the appointment of the Student Advisory Council.
- A Leadership Skills Development Programme for the Student Representative Council, themed 'Indaba with student leaders on values, leadership and the future', was conducted by the Department of Higher Education and Training on 30 June 2018.
- The Financial Literacy Programme for student leaders took place across all campuses in May 2018.
- The induction of societies (orientation) was conducted between March and April 2018.

In addition, Student Affairs staff members provided one-on-one coaching for a number of students. Members of the SRC were provided with guidance, advice on challenges in their respective academic and leadership roles, and fee discussions. The SRC was assisted in writing reports for the University Council.

Academic integrity campaigns during examinations

Academic integrity campaigns were aimed at combating dishonesty during tests and the examination periods in May/June and October/November. The campaigns took the form of banners and media campaigns, through which messages on academic honesty and integrity were aired on UJFM during the June and November examinations. The campaign sent clear, yet stern, messages about academic honesty and integrity in examinations and reached an estimated number of 25 000 students.

Ethical and responsible student behaviour

Following the change of the Committee of the MEC for People with Disabilities to MEC: Transformation, Student Affairs facilitated the incorporation of the interventions to deal with risky student behaviour into the initiatives of the Transformation Unit, with the support of IOHA, Campus Health and PsyCaD.

Furthermore, Student Affairs instituted an Office for Students with Disabilities to provide a platform for students with disabilities to participate in student activities and also to advocate for their respective interests.

Student discipline

Student Affairs promoted the ethos of responsible and accountable student behaviour through the management of the student discipline process. Student Affairs received and managed 315 student disciplinary cases in 2018, which were spread across campuses as follows: APB (46), APK (154), DFC (96) and SWC (19).

A total of 215 cases were finalised through the Student Disciplinary Committee (SDC) process, 27 cases through the Alternative Dispute Resolution (ADR) process, nine cases were withdrawn due to insufficient evidence, and 64 of the cases were still pending. Of the completed 215 cases, 205 students were found guilty and 10 students were found not guilty.

Student welfare and support

In total, 16 000 students benefited from the Student Meal Assistance Programme in 2018. The deserving students received two cooked meals a day for 273 days. This intervention was in partnership with Gift of the Givers. In addition to the cooked meals, 500 students benefited from the meal packs provided on a monthly basis by Tiger Brands.

In total, 3 275 students were assisted with registration fees through the SRC Trust Fund. Students assisted through the SRC Trust Fund were those considered to fall into the 'missing middle' category.

In addition to managing the Student Meal Assistance Programme and the SRC Trust Fund, Student Affairs coordinated the University's response to psychosocial and personal issues affecting students. The issues that were handled included student deaths; assisting students who were mugged and robbed in and around UJ campuses; students who had experienced trauma; students in distress (financial and emotional); students without accommodation; and students who attempted suicide.

Student Affairs provided support to the affected students and their friends on campus and to families of the students, where necessary. Most of the incidents were resolved in collaboration with Protection Services, Campus Health, and PsyCaD.

Cultural activities

A number of student organisations, together with Student Affairs, organised student cultural activities, such as the traditional First Years Concert and Sing-It-Out competitions.

Student governance

The election of the 2019 SRC took place from 10 to 12 October 2018. The elections of the leadership structures of other student organisations and structures, such as house committees, were conducted in September/October 2018 under the leadership and coordination of Student Affairs. Approximately 95% of the student societies conducted their annual elections in 2018.

Strategic Objective Five: National and global reputation management

Five members of the Student Representative Council and other student societies' leaders, including four members of staff, participated in the Africa-by-Bus tours organised by the Division for Internationalisation.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools. Approximately 30 student societies and 10 groups from RAG and the residences participated in cleaning and donating food and clothing to a number of orphanages and homes of less advantaged people.

Stakeholder engagement

Internal partnerships

Student Affairs continued to partner with UJ Sport, UJ Arts & Culture, the Division for Internationalisation, Occupational Health and Safety, Operations, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinics.

External partnerships

Student Affairs continued its partnerships with the City of Johannesburg Urban Development Subdivision, surrounding Johannesburg communities, such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited buildings in the privately owned student accommodation. These partnerships focused mainly on the privately owned student accommodation, as well as ensuring that UJ students were safe and secure in and around the campuses.

Important partnerships, which ensured that 16 000 students had meals, was with Gift of the Givers and Tiger Brands.

CHALLENGES

Student Affairs faced the following challenges in 2018:

- The lack of adequate accommodation on campus still led to some UJ students staying in non-UJ accredited privately owned student accommodation. This exposed them to various dangers when travelling between campus and their place of residence. A few students were found sleeping on campus in classrooms and other areas due to lack of accommodation. The situation was made worse by the fact that most of these students were financially needy and could not afford to pay for accommodation in a UJ residence and/or accredited privately owned student accommodation.
- The safety and security of students on and around campus improved but still requires constant attention.
- Political intolerance among students who actively participate in politics-oriented student societies remained a challenge; however, an educational programme in place yielded some noticeable results.
- The manner in which the SRC is elected, including some conditions or requirements of the SRC, house committees and societies remained a challenge.

CONCLUSION AND WAY FORWARD

Student Affairs provided opportunities for an outstanding and preferred student experience. It also facilitated interventions to address challenges with regard to student development, such as eliminating risky student behaviour, broadening the base for student accommodation and providing quality meals to deserving students. In order to address the challenges highlighted above and other developing and changing challenges, Student Affairs will ensure that the following remain priorities on its agenda:

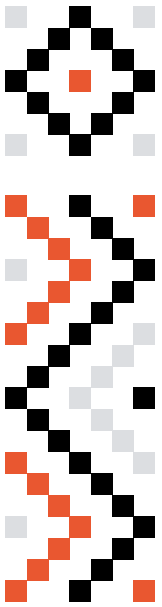
- Monitoring of the privately owned student accommodation;
- Finalisation of the reform of the electoral process of student governing bodies;
- Provision of meals and other important basic needs to students, such as sanitary towels to students not funded by any other means including NSFAS;
- Integration of student development interventions;
- Responsiveness to the changing needs of students.



Godfrey Helani (Mr)

Senior Director: Student Affairs





Arts & Culture

OVERVIEW

UJ Arts & Culture produces and presents world-class student and professional arts programmes aligned to the UJ vision of an international university of choice, anchored in Africa, dynamically shaping the future. A number of arts platforms are offered on all four campuses. Students, staff, alumni and the general public experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts.

Facilities operated by UJ Arts & Culture include the Arts Centre on the Kingsway Campus with a 428-seater theatre, an 18-seater conference room and two studios. The Experimental Theatre, also on the Kingsway Campus, is a flexible space primarily used for and by students. The 180-seater Con Cowan Theatre with adjacent studios is based on the Bunting Road Campus. Theatre venues are both producing and receiving houses in which the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. The majority of events (both internal and external) are offered to students either free of charge or at a significantly reduced rate.

STUDENT PROGRAMME OVERVIEW

UJ Arts & Culture's flagship programme, the Interdisciplinary FADA Theatre Programme, is implemented as an integral component of coursework for second-year FADA students. During a two-week lecture series, entitled *Theatre 101*, students attend theatre design lectures and briefing sessions and then work in groups to design various aspects of a play produced by the division. The project is implemented over two years and the first edition, *African Gothic*, enjoyed a full professional run as part of the main programme at the National Arts Festival 2018, followed by a run at Joburg Theatre. The production was awarded nine Broadwayworld South Africa awards, with all the design aspects produced by FADA students being acknowledged. The follow-up production, *Kafka's Metamorphosis*, adapted for the stage by Steven Berkoff, was produced and tested in 2018 and will enjoy a full run in 2019.

During the year under review, UJ Arts & Culture offered free access to informal arts education to 416 students across all four campuses. A key component of the Arts Academy is the 60-member UJ Choir that participated in the World Choir Games hosted in Tshwane in 2018. The choir took gold in two categories – with 85% for Mixed Choirs (Western Music repertoire), and in Folk Music a Cappella, it received a 95% score, to be crowned world champions. Other music opportunities offered included the 55-member community choir, UniJoh Chorale, as well as the 30-member Jazz Band, both based on the Soweto Campus. UniJoh Chorale received four awards at the South African Tertiary Institution Choral Association (SATICA) Eisteddfod in 2018, while the Jazz Band received rave reviews for their collaboration with Tlale Makhene during the UJ Weekend of Jazz.

Based on the Doornfontein Campus, the Arts Academy African Drumming Group, consisting of 12 members, performed alongside other students during the UJ Youth Arts Festival, which serves as a platform for Arts



Academy students to showcase their talents developed throughout the year. During this three-week festival, the Arts Academy's 50 hip hop dance students, 20 ballet dancers, 15 Zulu dance group members and 28 Latin and ballroom dancers collaborated on a showcase performance, entitled *Imagine O'Fetoge*. Weekly drama classes offered to 53 students culminated in a showcase production, *My One Minute*, which was also performed during the festival.

The Division's poetry offering attracted the participation of 80 students across all campuses. Weekly sessions culminated in the week-long Izimbongi Poetry Festival that comprised student and professional performances, workshops and the launch of an anthology of poems written by students over the past five years.

UJ Arts & Culture's student production, *Choir Boy*, won a Standard Bank Ovation Award at the National Arts Festival. It was also named Best Student Production by the South African Theatre Magazine Awards after being performed at the RedFest and the Wits 969 festivals.

The University of Johannesburg collects plastic bottle caps for the manufacture of wheelchairs for disabled students who would otherwise not be able to attend classes without great effort. UJ Arts & Culture and the Centre for Psychological Services and Career Development (PsyCaD), in partnership with internationally acclaimed Moving into Dance (MID), partnered on a noble drive to collect the 450 kg of bottle caps needed for one wheelchair by making show tickets available in exchange for bottle caps. *Enable through Dance* is a dance performance platform for youth living with disabilities, focused on removing barriers that society has constructed around disability. The project recognises the lived-experience of disability, seeking to restore confidence and self-esteem through artistic exploration and movement. The final tier of this project is granting access for these young people to a professional theatre setting where they can perform. The University's disabled community was also given access to the programme as participants.

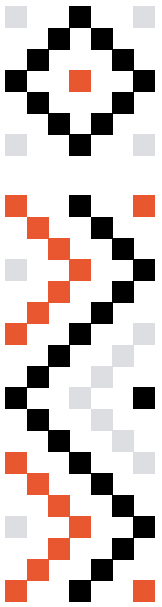
UJ Can You is a multi-disciplinary talent competition. Themed *Africa Reimagined*, 98 students auditioned for the 2018 programme of whom 36 were chosen for an intensive boot camp. This group was whittled down to the top 18 who performed during the final round, adjudicated by an independent panel of professionals.

Each year, UJ Arts & Culture offers work-integrated learning opportunities, and during 2018, three recent graduates acquired practical experience and transferable knowledge and skills by working alongside the Division's operational team. More than 30 students were employed on a temporary basis as ushers working at the Arts Centre Theatre.



Federico Freschi (Prof)

Executive Dean: Faculty of Art, Design and Architecture



Sport

OVERVIEW

UJ Sport had a progressive year for both staff and students. An organisational development intervention was held to bridge the gap between old and new staff members. The intervention has brought about unity and better understanding, including cohesion at the senior management level, which in turn has harmonised the environment. 2018 was a tremendous year as UJ had a few notable achievements that made history within the university sport sector. Our women's football team won the University Sport South Africa (USSA) Championships under the stewardship of Ms Jabulile Baloyi. History was written as Ms Baloyi was the first ever female coach to win the USSA Football Tournament. Mr Siyabonga Ndlovu also won the Administrator of the Year Award at the Gauteng Sports Awards. Transformation also took centre stage through the implementation of the UJ Sport Transformation Plan.

OPERATING CONTEXT

UJ Sport has three units: Sport Clubs, Athlete Support, and Support Services.

Sport Clubs

The Sport Clubs Unit is the main unit within the Division, as it encompasses most of the work that we do, which includes sport participation varying from mass participation, competitive sport to elite sport.

The classification of the different sporting codes emanates from the national and provincial sport priority codes. The classification takes into consideration gender and race.

Sport classification

Priority codes/elite sport

- Athletics (men and women)
- Basketball (men and women)
- Cricket (men)
- Football (men and women)
- Hockey (men and women)
- Netball (women)
- Rugby (men and women)

Competitive codes

- Golf



- Rowing
- Sport for Students with Disabilities (SSD)
- Squash
- Volleyball

Social/mass participation

- Chess
- Martial Arts
- Table Tennis
- Tennis

Athlete Support

The Athlete Support Unit has four subunits, which provide medical services, sports science, gymnasias, sport psychology, and academic support. Successful sport performance is multidisciplinary in nature, therefore UJ student-athletes and coaches, including their managers, need to be fully aware of the physiological, biomechanical, psychological, nutritional and medical issues that can impact their competition performance, either positively or negatively. Sport performance is rarely, if ever, about one component in isolation, it requires all the components to complement and support one another. A fully integrated system is required to give the best possible performance. The Athlete Support Unit supports mainly the high performance student-athletes, especially in preparation for competitions, but also to ensure that athletes progress academically.

The following services were provided by the Unit over the past year: team preparation, sport specific testing, analysis of data, strength and conditioning, exercise programme design, field session preparation during league games and major tournaments, injury prevention, injury management, and recovery modalities that would enhance athletic performance.

Support Services

The Support Services Unit has four main subunits: event management, facility management, communication, and marketing, which to some extent also include operational matters within the UJ Sport Division.

Event Management

The Event Management subunit works closely with the Sport Clubs, as the events hosted are essentially on behalf of UJ Sport or a specific sporting code. The Unit's success also relies on both internal and external partners, which include UJ Security, Occupational Safety, the PHC Clinics, City of Johannesburg, and the community in general.

The Sport Gala is the UJ Sport Division's prestigious event. The Sport Gala function is an annual function in which we celebrate and honour our high performance athletes from all sporting codes. The function took place at Randpark Golf Club on 11 October 2018. Table 58 shows the awards.

We hosted four Varsity Cup (Rugby) matches, all at the UJ Stadium on APK. Varsity Football was hosted on the Soweto Campus, with four televised matches, including a semi-final, and one non-televised match in total. Only one Varsity Netball match was hosted at UJ, which was a match against Vaal University of Technology. It was a non-televised match. Unfortunately, UJ cannot host televised matches at the Soweto multi-purpose centre due to the small size of the venue.

Facility Management

Facility bookings

Bookings are compiled from internal and external requestors. The Facility Management Office communicates with role players and compiles bookings for a week in advance. The bookings are sent to UJ Protection Services, which allocates security guards at the different venues. Sport managers, UJ Sport management and other relevant role players are then informed of the formal bookings for a specific week.

Table 58: 2018 Awards

Club Sportsperson		
Aphiwe Dyantyi	1st	Rugby
Orazio Cremona	2nd	Athletics
Khotso Mokoena	2nd	Athletics
Kristen Paton	3rd	Hockey
Age Group Sportswoman		
Eliza Kruger	1st	Netball
Voice Ndou	2nd	Rugby
Liza Kellerman	3rd	Athletics
Age Group Sportsman		
Kyle Blignaut	1st	Athletics
Dian Schoones	2nd	Rugby
Cohen Kiewit	3rd	Rugby
Sportswoman		
Patience Ntshingila	1st	Athletics
Zinzi Chabangu	1st	Athletics
Julia du Plessis	2nd	Athletics
Lufuno Mutungutungu	3rd	Basketball
Thato Letsoso	Finalist	Football
Tamsin Thomas	Finalist	Athletics
Alexa Pienaar	Finalist	Squash
Amanda Mthandi	Finalist	Football
Dineo Magagula	Finalist	Football
Tsholofelo Setswadi	Finalist	Basketball
Tsaone Sebele	Finalist	Athletics
Kim-Roche Holmes	Finalist	Netball
Jodie Brown	Finalist	Netball
Sportsman		
Ruswahl Samaai	1st	Athletics
Wian Conradi	2nd	Rugby
Jacque Joubert	3rd	SSD Athletics
Werner Visser	Finalist	Athletics
Ronald Brown	Finalist	Rugby
Duwayne Boer	Finalist	Athletics



Mzwandile Sotsaka	Finalist	Rowing
Thamsanga Khonco	Finalist	Athletics
Skumbuzo Mthembu	Finalist	Basketball
Kyle Maree	Finalist	Squash
Ryan Rickelton	Finalist	Cricket
Student-Athlete		
Wian Conradie	1st	Rugby
Alexa Pienaar	2nd	Squash
Wian de Wet	3rd	Golf
Monique Wagner	3rd	Athlete

Quality of security remains a challenge with fewer guards available; otherwise additional guards have to be hired. Motor vehicles are stolen from time to time at the parking areas during booked periods. This theft has increased in 2018. Transformer/starter panels were stolen from the light masts at SWC and Eben Cuyler Fields. The flat screen TV was stolen from the APB Sport Bureau staff room.

Ad hoc bookings for larger events, e.g. USSA Tournaments, take place from time to time but can cause pressure on the highly utilised UJ Sport resources, maintenance staff and facilities.

Facility security

UJ Protection Services guards the facilities during events and training sessions. The reliability and the standard of guards are high risks. Criminal threats and activities in the off-campus UJ sport facilities areas are a huge concern to UJ Sport. UJ Sport is currently in discussions with UJ Protection Services regarding the safety of staff, participants, visitors and property.

All UJ Sport facility drawings and plans are kept at CTS on an electronic database and are available on request.

Marketing

The communication function operates within UJ Sport and is responsible for developing and delivering content to raise public awareness regarding the University as an institution, UJ Sport as a division and the student-athletes through various online and offline channels. Collaboration with internal and external stakeholders ensures quality exposure, outreach and engagement.

Marketing exposure– UJ Sport 2018

The marketing exposure is the strength of our brand within the tertiary sector. UJ Sport exposure is the main focus below, but the UJ Sport performance and brand are also used as a vehicle to assist UJ in achieving its international vision of global excellence and stature. See figures 10 and 11.

Communication

All the promotional, marketing and communication activities pursued by the Communication subunit centre on, but are not limited to, the following platforms:

Social media – UJ Sport

Social media play a significant role in all the promotional and advertising activities of the Communication subunit within UJ Sport due to their reach capabilities and the fact that they are packaged in a way that speaks to the biggest and most lucrative target market, the students – UJ students, students from other universities and prospective students.

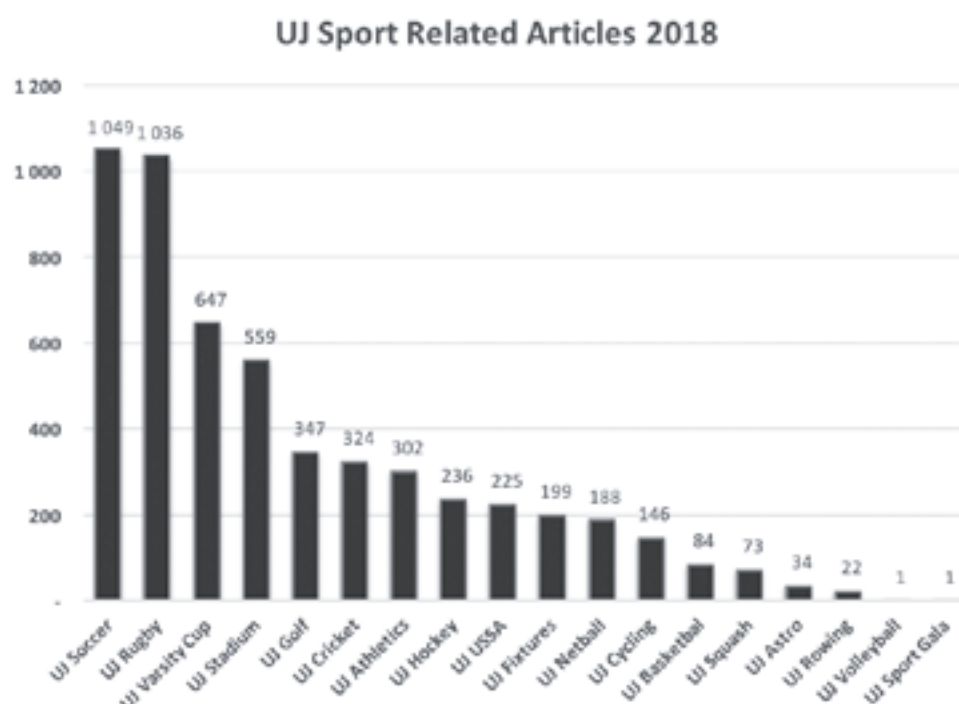


Figure 10: Comparison of sport related articles per UJ Sporting Codes throughout 2018

Sport Area	Articles	Average Value Estimation in ZAR (AVE)
UJ Soccer	1 049	61 168 172.23
UJ Rugby	1 036	49 082 099.08
UJ Varsity Cup	647	27 825 107.34
UJ Stadium	559	27 060 027.11
UJ Golf	347	16 230 387.38
UJ Cricket	324	12 694 256.44
UJ Athletics	302	16 022 212.53
UJ Hockey	236	9 399 908.13
UJ USSA	225	4 403 158.63
UJ Fixtures	199	7 041 306.19
UJ Netball	188	5 731 167.91
UJ Cycling	146	5 618 364.60
UJ Basketball	84	7 035 480.51
UJ Squash	73	2 599 596.97
UJ Astro	34	617 809.89
UJ Rowing	22	330 694.01
UJ Volleyball	1	84 840.00
UJ Sport Gala	1	24 853.66
Total	5 473	252 969 442.61

Figure 11: Rand value of articles

Social media continue to be the platforms that the Communication subunit pursues aggressively, given their ability to reach a vast number of people through their strategic use. Quality, timeous content remains a focal point in building and maintaining the virtual community. We have also taken note of the value of sharing our content and content calendar with the UJ Marketing Office, as well as with other UJ faculty marketing officers.

UJ Sport currently invests its efforts in three social media platforms, namely Facebook, Instagram and Twitter. Each platform plays a crucial role in the communication plan for each event, i.e. Varsity Cup Rugby, and each differs in terms of messaging, content, frequency and reach. And while sport exists in a very dynamic and unique environment, UJ Sport communication has the duty to adhere to the uniform framework set out by the University in its Social Media Policy.

Social media activity is measured in terms of the number of 'followers' and 'likes', engagement and reach. UJ Sport has achieved a reasonable amount of success in terms of growth of online community, presence, reach and engagement. The virtual community on the UJ Sport social media platforms has increased, especially for Twitter and Instagram; however, there is still much room for growth for reach and promotional purposes. This considerable success is supported by the Social Media Audit, which was conducted by the UJ Marketing and Brand Unit in the Division of University Relations in October 2018. For instance, Facebook 'likes' have increased from 10 851 in 2014/2015 to 15 662 in 2017/2018; and Twitter had 2 145 followers in 2014/2015, and 9 851 in 2018.

The growth in the number of followers of UJ Sport from 2014/2015 to date, can be seen in the graph below (figures correct on 12/11/18).

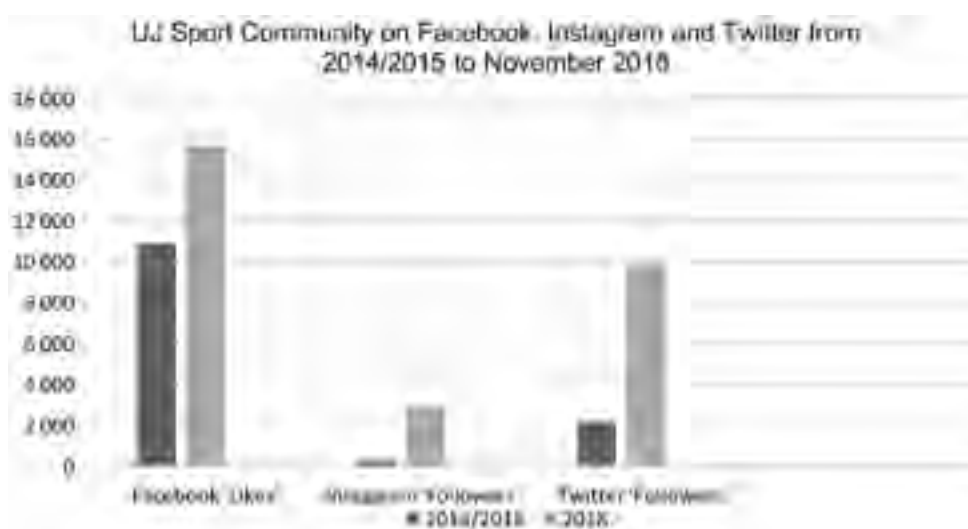


Figure 12: Growth in number of followers of UJ Sport on social media

Our UJ Sport Facebook page has had a steady increase in likes throughout the past three to four years. However, the page seems not to be performing as well as Instagram and Twitter, as the reach to our audience has dropped. 2018 alone saw a dip in post reach, which affected the total reach numbers. This could be because of various Facebook algorithms and less active followers who like our page.

UJ Sport Newsletter

The Communication subunit continues to disseminate information to the various staff members and MEC/ELG stakeholders on a monthly basis. A total of seven newsletters were published and circulated both internally and externally throughout 2018, covering each sporting code, achievements, sport results, upcoming events, student-athlete profiles, contact details of the sport club managers, gym specials and extraordinary news. Due to the newsletter being mostly internal, the reach cannot be estimated. The UJ Sport newsletters have received great feedback and commentary.

GOVERNANCE

UJ Sport reports to the DVC: Employees and Student Affairs. The Senior Director is responsible for the entire Division, assisted by three senior managers responsible for the three units. Each quarter, a full staff meeting was held with all staff members (both temporary and permanent employees). Sport management meetings were held every month with all senior managers, HR business partner and finance business partner in attendance. Other members of staff were invited as and when matters pertaining to their environments were discussed. Bi-weekly operational meetings were held, with each unit holding its own unit meetings, which in turn fed into both Operations and Sport Management meetings.

HIGHLIGHTS

- The collaboration between the Department of Sport and Movement Studies, the Biokinetics Clinic and Primary Healthcare has worked well with tangible results. More students within the Sports Science and Biokinetics environment have been placed in Premier Soccer League teams and other structures. Sibusiso Makhula (a UJ alumnus) has now been fully employed by Orlando Pirates Football Club.
- The number of academically underperforming sports students has decreased, and 57 of our sports students graduated, with some of them pursuing honours and master's qualifications.
- A recruitment profile database was created, which will assist UJ Sport with further recruitment.
- UJ won 12 medals (nine gold, one silver and two bronze) at the FASU games held at the Mekelle University, Ethiopia. With only nine athletes and one manager/coach, UJ came second overall against institutions that had delegations of over 100 people.
- UJ won six medals at CUCSA (Confederation of University and Colleges Sports Association).
- Ruswahl Samaai won a bronze medal at the Commonwealth Games held at the Gold Coast in Australia, with five other UJ students participating.
- Three of our students (Patience Ntshingila, Tamein Thomas, and Julia du Preez) participated in the World Cup Athletics Competition in London.
- Our Rugby Sevens team participated in the Mufulira Sevens Festival held in Zambia, Centrale Sevens Tournament held in France, and Costa Blanca Sevens held in Spain.
- Two of our students, Cian Oldknow and Thamsanqa Khonco, participated at the World Student Cross Country in Switzerland. Thamsanqa Khonco won a bronze medal.
- Kristen Paton represented South Africa at the Hockey World Cup senior ladies.
- Alexa Pienaar with her coach Mike Bester represented South Africa at the World University Squash Championships, Birmingham England, and brought home a silver medal.
- The football team participated in the Asian University Football Tournament held in Taeberk, South Korea.
- Christiaan Schultz participated in the Paris Grand Prix in Paris, winning two medals.
- At the CAA African Championships in Nigeria, four UJ athletes participated, and each brought a medal back home: Zinzi Chabangu, silver medal in triple jump; Kyle Blignaut, bronze medal in shotput; Ruswahl Samaai, gold medal in long jump; and Werner Visser, silver medal in discus throw.

Table 59: Sport South Africa results over three years

	2016	2017	2018
Athletics	1	2	2
Basketball F	4	6	6
Basketball M	3	3	3
Cricket	N/A	5	6
Hockey F	5	2	6
Hockey M	5	1	4
Football M	8	5	5
Netball	6	3	7
Rowing	1	2	1
Rugby	4	4	6
Squash	1	1	1
Volleyball F	9	9	14



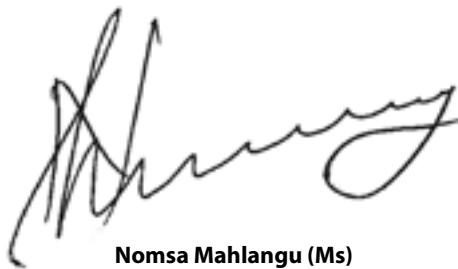
HUMAN RESOURCES

Unfortunately, the UJ Sport Division lost three staff members through resignations. The rugby coach, the sport coordinator Soweto Campus, and the strength and conditioning coach terminated their services with the University during the course of 2018. The rugby coach position was filled in December, with the other two to be filled in 2019. The environment is driven by temporary staff. The 98 temporary staff comprised 76 men, and 22 women; 73% were from the designated groups and 27% from the non-designated group. The full-time staff totalled 30, 18 from the designated groups and 12 from the non-designated group.

CONCLUSION

Despite all constraints and challenges faced, the past year provided UJ Sport with opportunities that saw both our staff and students grow and better cohesion being achieved at different levels. The strategies used to improve performance yielded positive results, as more of our students and staff represented South Africa.

The upgrading of our sports facilities remain a serious challenge due to budget constraints. The sponsorship market has dried up, and this also affects UJ Sport. In 2019, all the identified opportunities will be fully explored to ensure maximum benefit and results for the University and UJ Sport, in particular.



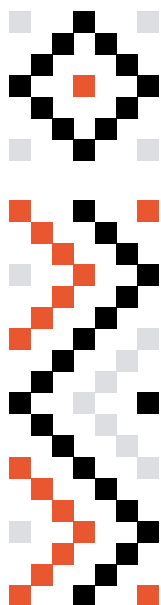
Nomsa Mahlangu (Ms)

Senior Director: Sport









Management and Administration: Human Resources

OVERVIEW & OPERATING CONTEXT

The University's Annual Performance Plan (APP) derives from the Strategic Plan 2025 and sets targets across UJ. The human resources and transformation (HR&T) related targets are pursued and measured by the Human Resources Division to ascertain progress made. For HR&T, the key targets are a steady increase in qualification levels and in staff representation (equity), in order to ensure that the academic agenda in terms of research, teaching and community engagement is achieved. More specifically, UJ seeks to achieve a high number of instruction and research professional staff with doctoral degrees, a substantial number of international staff members, a high number of black staff members, and a high number of associate professors and professors.

In 2018, the Human Resources and Transformation Division's journey of change continued in line with the strategic objectives of the University of Johannesburg. Concerted efforts were made on the following key priority areas in providing sustained support to the divisions and faculties:

- Review of the Human Resources Division
- Optimised recruitment
- Improvement of data integrity
- Talent management review
- Review of HRBP model
- Delivery of training interventions
- Implementation of key transformation initiatives

HR&T conducted a strategy review exercise focusing on the strategic initiatives of HR, the operating model and the business processes, and the outcome was the following:

- An HR Strategy
- Proposed HR Operating Model

In order to give effect to its mandate of economic, efficient and effective human resource management, the Division is divided into subunits as Centres of Excellence (CoEs), with these units structured to serve the needs of the institution. The Office of the Executive Director is responsible and accountable for all HR and Transformation related matters.

The following units are in place:

- Human Resources Business Partnering (HRBP)
- Organisational Development
- Human Resources Information Systems (HRIS)



- Employment Relations and Wellness
- Human Resources Services: Remuneration and Benefits
- Transformation

STRATEGIC INITIATIVES DURING 2018

This section reflects key achievements, challenges, trends and some key risks within the HR&T Division.

Human Resources Business Partnering (HRBP) Unit

The HR Business Partner Model is in place to ensure professional and efficient delivery on HR&T initiatives across the institution.

In its effort to enhance service delivery in 2018, key projects and initiatives were delivered across the institution, through the HR business partners as the client-facing unit. These included vacancy management, with the vacancy rate kept below the set target of 7,5%, data integrity, recruitment optimisation, including the drive to promote the use of the LinkedIn platform, as well as the annual position budgeting process.

During 2018, highly significant recruitment activities culminated in the following executive appointments:

- Most significant were the recruitment activities involving the appointment of Prof Marwala as the *second Vice-Chancellor and Principal* of the University of Johannesburg.
- To support Prof Marwala in his exciting but challenging role, Dr Vukuza was appointed as *Senior Executive Director*, and assigned to the Office of the Vice-Chancellor. She commenced her duties with effect from 1 March 2018.
- Prof Marwala is also supported by Prof Swart, *Chief Operating Officer (COO)*, appointed from 1 April 2018. Prof Swart was promoted to the COO position after serving as an Executive Dean of the Faculty of Health Sciences for three terms.
- Following the termination of Mr Van Schoor's services as Deputy Vice-Chancellor: Finance, Ms Mamorare was promoted to the position of *Chief Financial Officer* from 1 May 2018, the title of the position having been changed from DVC: Finance.
- Ms Gida was appointed from 1 January 2018 as the *Executive Director for the Human Resources & Transformation Division*. She resigned, however, at the end of September 2018 and the position is currently at recruitment stage.
- Professor Frahm-Arp was promoted to the position of *Executive Director: Library and Information Centre* from 1 March 2018. She was previously a Professor and Vice-Dean in the Faculty of Humanities.
- To support the Vice-Chancellor's strategy of the Fourth Industrial Revolution and replacing Mr Swartbooi who resigned in 2017, Ms Sibanda was appointed as *Executive Director: Information and Communication Systems* from 1 July 2018. The title of the position was later changed to Chief Information Officer (CIO).
- Prof Mashao was also appointed as *Executive Dean: Faculty of Engineering and the Built Environment (FEBE)* from 1 August 2018, replacing Prof Sinha who had been promoted to the position of Deputy Vice-Chancellor: Research and Internationalisation in 2017.
- Prof Nel was promoted to the position of *Executive Director: Operations* from 1 September 2018, following the resignation of Mr O'Brien earlier in the year.
- Ms Riba was appointed as *Executive Director: Financial Governance and Revenue* from 8 September 2018, replacing Ms Mamorare who took up the position of CFO earlier in the year.
- In terms of the strategic needs of the University, the position of Executive Director: Internationalisation, vacated by Dr Mekgwe at the end of 2017, was downgraded to *Senior Director: Internationalisation*. Dr Van Heerden was appointed into this role from 1 June 2018; however, he resigned on 30 September 2018, and the position is currently at recruitment stage.
- The recruitment process for the *Senior Director: Institutional Planning, Evaluation and Monitoring* was concluded at the end of 2018 and the new appointee, Dr Webbstock, commenced employment on 1 January 2019. The position became vacant at the end of 2018 following the retirement of Ms Gibbon.



- Prof Khan was identified as the new *Executive Dean: Faculty of Health Sciences*, following finalisation of the recruitment process at the end of 2018. She commenced employment on 1 March 2019. The position became vacant following the appointment of the previous Dean to the position of Chief Operating Officer in 2018.

Furthermore, Council also approved the re-appointment of two ELG members for a second term in accordance with the re-appointment and performance review process for incumbents of the Executive Leadership Group, as follows:

- Prof K Burger, Registrar, from 1 April 2018;
- Prof F Freschi, Executive Dean: Faculty of Art, Design and Architecture (FADA), from 1 January 2018.

To ensure the team keeps abreast of trends and developments in the field of HR, HRBP and their support staff are affiliated with and attend workshops and seminars offered by the Institute of People Management and the South African Board for People Practices, both of which focus on HR standards and accreditation of HR practitioners. In 2018, all HR business partners were registered with the South African Board of People Practices as accredited practitioners.

There is a continued drive for the capacitation of HR business partners through a structured programme.

Organisational Development Unit

Organisational design

Job profiles were drafted for different environments and job evaluation facilitated accordingly. A draft organisational design toolkit was compiled to help govern vacancy management and structures. HRBPs were trained, and there will be consultations with environments in this regard.

A work study was conducted to assess workload in the administrative areas of HR. Recommendations to centralise HR administration were submitted and have been aligned to the outputs of the HR strategy session in July 2018.

Various organisational design exercises were conducted, including facilitating a merger of some units to create a division or a department.

The Council of the University of Johannesburg (UJ) commissioned a project to conduct a holistic review of how the talent management strategies are aligned to organisational design, so as to enable UJ's strategic objectives. The focus of the project is on ensuring good governance of vacancy management and the managing of organisational structures to ensure the instruction/research vs support ratio is effective and balanced. It is also to ensure that our organisational structures are populated effectively, through early talent sourcing, retention, job shadowing and succession planning. The project is also reviewing the 71:29 support vs academic staff ratio to ensure strategic resource allocation in support of the core business of the University.

Approximately 70% of the Executive Leadership Group (ELG) members have been engaged in conducting an 'As Is' analysis of each faculty/division. The outcome of this analysis will inform the scope of the planned, university-wide, detailed organisational review exercise, to achieve the objectives of the above project.

A moratorium was applied in line with the review of the 71:29 support vs academic staff ratio, to ensure strategic resource allocation. This applies to support positions outside the academic environment. A position bank has been created to achieve vacancy optimisation.

Learning and development

All training was rolled out according to the Annual Training Plan and budget availability. As a result, three learnerships were rolled out in Generic Management, Business Administration, and Horticulture.

The Discretionary Grant received from the ETDP SETA was used partially to fund the Generic Management Learnership, with the rest of the funds from the grant used for funding the Emerging Leader Programme presented internally by the Industrial Psychology and People Management (IPPM) Department in the College

for Business and Economics (CBE). After consultation with the unions and all stakeholders, the Workplace Skills Plan was submitted to the ETDP SETA.

The review of the induction programme commenced, with the objective of utilising blended learning through a combination of classroom and online induction for new employees. In partnership with the Centre for Academic Technologies within Academic Development and Support, an online tool is being developed for online induction.

Performance management

In 2016, the MEC made a decision to automate the Performance Management (PM) system to replace paper-based administration. The Oracle Fusion System was subsequently purchased and system configuration was completed between January/February 2018. A further decision was made in January 2018 to halt system Go-Live, pending a holistic and comprehensive exercise to review the way performance is managed at the University. The focus was on reviewing the entire framework including the system, the model, the practice, the tools and the Policy, for the purposes of improvement. A performance management project was established in February 2018 to review and make recommendations for improvement.

Key findings of the stakeholder engagement sessions held were in the areas of methodology, the performance management cycle, various tools, linking performance management to the strategic objectives, values, recognition and incentives (bonuses), budget metrics, forced ranking and existing performance culture. The key recommendations were presented to senior leadership and were approved for implementation.

Permission was granted to implement the recommendations as presented at ELG in October 2018. These include: the performance management cycle, the incentive structure, a review of the consistency meetings, Oracle system Go-Live and the measurement methodology.

The online system was simplified to make it user friendly, and the UJ branding previously omitted was incorporated. In November 2018, the new performance management Oracle System was successfully piloted with some faculties and divisions, and based on feedback, the system was found to be user friendly. 2019 will be used for divisional/faculty specific piloting.

Talent management

The Talent Pipeline Framework document was developed to provide solutions on how to deal with roles occupied by retiring instruction/research professional staff, to ensure continuity in carrying out the University's mandate. The Framework also provides solutions on how to retain professionals within roles that require critical and scarce skills. This document has served at some governance structures and will be further discussed and updated in 2019.

Human Resources Information Systems (HRIS) Unit

System maintenance and enhancements are critical to ensure legislation is adhered to and data integrity is maintained. As a result of an audit on the Online Temporary Appointment and Claims System (OTACS), these units continued with new system developments and enhancements. The main focus was on the development of a Temporary and Fixed-term Employees Policy to minimise risks and to provide guidelines to the UJ community. The Policy provides parameters in terms of the delegation of authority, which informs system changes and ultimately data integrity and good governance. Critical focus areas were the approval hierarchy, training of users and the minimisation of paperwork when appointing temporary employees.

Self-service is a continued focus area. In 2018, the Human Resources business partners (HRBPs) received refresher training in Business Intelligence, Oracle reporting and Service Manager. Requestors who made use of the Online Temporary Appointment and Claims System received continuous training to ensure data integrity.

A further development was the delivery of the Oracle Online Performance Management System. The development of this system started on 1 November 2017 and was completed in February 2018. Under the Organisational Development Unit, the main objective is to put a seamless electronic performance management process in place.

Workforce analysis and employment equity (EE) statistics

Annual targets are set and HR continues to submit quarterly reports on progress in achieving EE targets, which are submitted to various oversight governance committees, namely the Institutional Forum (IF); the Management Executive Committee (MEC); and the Human Resources and Social Ethics Committee of Council (HRSEC). A new EE three-year plan for the period 2019 to 2021 was developed and approved for implementation. The EE Report was also compiled and submitted to the Department of Labour. Key analyses and insights on the current status quo on EE were highlighted in the report.

The UJ workforce decreased from 4 370 in 2017 to 4 351 in 2018. The number of support staff decreased from 3 164 to 3 123 due to the moratorium on the filling of vacant positions implemented from August 2018. The academic and research workforce, on the other hand, increased by 2,59% in 2016, by 2,42% in 2017 and by 1,61% in 2018, year on year. The focus on achieving a more representative academic workforce yielded good results. With the academic headcount increasing from 1 186 in 2017 to 1 205 in 2018, most APP targets were achieved. Working closely with the HR business partners, the vacancy rate was kept below 7,5%.

The black academic and research staff component has increased from 33,69% in 2013 to 44,4% in 2018; female academic and research staff have increased from 44,33% in 2013 to 48,71% in 2018; while the international academic and research staff headcount has increased from 11,52% in 2013 to 16,93% in 2018. Female associate professors and professors have increased from 33,78% in 2013 to 37,63% in 2018. Staff turnover is a concern, but proactive measures are in place to keep the turnover below 7%, and in 2018, a 5% staff turnover was achieved.

Sixty-two promotions were approved by Senex in 2018 compared to the 56 approved in 2017. Of the 62 promotions, 26 (41,94%) were female and 36 (58,06%) were male, which is a move in the right direction as far as the gender profile of the University is concerned. Also to be noted is that 24 (38,71%) promotions were from the non-designated groups in comparison with the 15 (24,19%) from the designated groups. A total of 23 (37,1%) among the international cohort were promoted. To achieve a more balanced profile, attention must be paid to ensuring that more designated staff are prepared for promotion to senior lecturer level.

Demographic representation is monitored across UJ, including in the Executive Leadership Group (ELG). The black headcount at ELG level has increased from 51,8% in 2015 to 56,52% in 2018. At present, the overall profile reflects 56,52% black, 39,13% white and 4,35% international.

The ELG black gender profile has shifted notably from 2016 to 2018. Black female representation was 29,6% in 2016, 30% in 2017 and 39,13% in 2018. Black male representation decreased from 22,2% in 2016 to 17,39% in 2018.

Global excellence and stature (GES)

The number of academic and research staff with doctoral degrees increased by 53, year on year, and the target of 46% was surpassed in 2018 with an increase to 48,46%. Over the past five years, the baseline has increased from 35% to 48,46%. The number of academic and research staff with master's degrees has increased from 36% to 42,99% over the past five years. The University encourages staff at lecturer level to obtain a doctorate to ensure that the senior lecturer level is well developed for progression to associate professor and professor.

The number of associate professors and professors has increased notably during the past five years. Although the headcount increased by 19, the growth percentage does not reflect this, as during this period the staff complement also increased from 1 030 (2013) to 1 205 (2018). Within this group, over the past five years, the proportion of females increased substantially, from 76 to 111 in 2018. The number of black professors has also increased over the past five years from 16,48% of total professors to 18,12% in 2018.

At the core of UJ's vision and mission of global excellence and stature lies the ability to attract and retain accomplished academic and research staff. As demonstrated, UJ has been able to grow the workforce by 43,64% over the past five years, which included an increase of 17,68% in terms of academic and research staff. The seniority of the academic cohort has increased as a result of the promotion of academic and research staff over the past five years.

A key focus of UJ has been the transformation of the academic and research staff cohort, and this has been accomplished with a substantial increase of 46,05% in female associate professors and professors over the past five years.

In its efforts to drive GES, the number of international scholars appointed through the GES programme has continued to rise. Since the inception of the programme in 2014, the appointment details are as follows:

- Distinguished Visiting Professors – 45
- Distinguished Professors – 5
- Directors of Institutes – 4

Employment Relations and Wellness Unit

Employment Relations

The objectives of the Employment Relations Unit for 2018 remained the effective management of discipline, grievances, collective labour engagements and the fair application of the UJ conditions of service. Employment Relations related matters regarding insourced employees remain problematic, and several initiatives were launched to correct and align behaviours in terms of UJ's institutional values.

There were some major developments and challenges relating to unions seeking recognition and organisational rights. In this regard, the Commission for Conciliation, Mediation and Arbitration (CCMA) has made an award in favour of the National Union of Metalworkers in South Africa (NUMSA) regarding their application to attain the right to organise at the University. Another development in terms of unions was the de-recognition of SAPTU/NTEU as a union previously recognised by the University of Johannesburg, due to the fact that the union alliance (i.e. SAPTU/NTEU) did not have the required membership, as had previously been agreed with them.

It is anticipated that during 2019 and going forward there will again be significant developments regarding union/management relationships, in particular regarding unions that will seek rights in the higher education sector. There has also been a focus on the empowerment of line management and Human Resources business partners to enable them to effectively manage discipline and grievances.

A major initiative was negotiations with the National Education Health Workers Union (NEHAWU), which aims to have employees remunerated towards the 65th percentile; in this regard, it was important to consider a range of factors, such as the required financial sustainability ratios as well as affordability. These negotiations were successfully concluded in 2018 and will continue in 2019.

The following policies/procedures were developed or reviewed to ensure compliance with legislation:

- Academic Career Paths, Academic Categories, Appointment and Promotion Criteria
- Appointment Procedure for Executive Deans
- Appointment Procedure for Executive Directors at the University of Johannesburg
- Delegation of Authority in Relation of Human Resources and Related Powers
- Policy on Appointment of Distinguished Professors and Distinguished Visiting Professors
- Policy on Temporary and Fixed-term Appointments
- Professorial Categories

Employee Wellness

The Employee Wellness Unit conducted three HIV testing campaigns and tested 1 567 employees. In total, 2 584 employees attended the wellness information sessions. A total of 1 773 employees tested for lifestyle diseases. Another campaign focused on TB awareness where approximately 156 employees participated. Twenty-one mental health and suicide awareness sessions were held, with 729 employees attending. Breast cancer awareness was observed, and 670 employees screened for breast cancer. The Wellness Champions, in partnership with Human Resources employees, observed Mandela Day by visiting orphanages and doing charity work.

The Wellness Unit is working on specific themes that are health and wellness related, and progress is monitored at year end. There has been a significant improvement in service delivery and in a better understanding of what areas to focus on.

People with disabilities

The attraction and the retention of people with disabilities remain a challenge. The UJ target of 1,5% was not achieved, with an overall figure of 1,03%. The national proposed minimum of 2% is not in immediate reach.

Remuneration and Benefits Unit

The Remuneration and Benefits Unit, as part of the 2018 salary agreement, has undertaken to again address the issue of the 65th percentile and to finalise this position by 2021, subject to affordability. As a result, eligible employees were granted a further 2,5% notch increase, effective 1 July 2018. Due to the unresolved SAPTU/NTEU dispute, however, this notch increase was only applied to employees who were NEHAWU members and to non-unionised employees, at the discretion of the University. SAPTU/NTEU employees received their notch adjustments in November 2018.

In 2016, the unions requested UJ to offer insourced employees an affordable medical aid. On 1 October 2016, all insourced employees became members of Momentum Health Ingwe Medical Aid Scheme. Subsequently, in 2018, due to members' dissatisfaction with benefits received from Momentum, other options were investigated, and on 1 October 2018, Umvuso Medical Scheme became the new provider of these employees.

As a result of the salary negotiations, all employees who are members of the UJ pension fund were provided with the additional benefit of funeral cover from 1 July 2018.

For 2019 and based on previous comprehensive compliance audits, there will be a continuous focus on business process improvement regarding leave management and benefit costs to ensure sound internal controls in HR&T costs reduction initiatives.

Transformation Unit

The Transformation Unit plays an integral part in shaping the UJ culture, which is a building block for sustainability. To this end, the Transformation Unit provides input and coordinates and supports institutional activities to enhance the institutional transformation agenda, keeping in mind the needs of all stakeholders.

The Transformation Unit further supports the University of Johannesburg's transformation mandate by leading and coordinating institutional transformation processes through a number of projects and activities. The aim of all these projects is to support social cohesion and create a climate where UJ staff, coming from diverse cultures, and with diverse perceptions, convictions and opinions, experience a sense of belonging. The Transformation Unit implements the strategic directives of the MEC Transformation Committee.

The Unit set the following targets for 2018, in response to the institutional Strategic Objectives 2025.

- Leadership development programmes that enhance individual, team and institutional leadership practices in the University, the community and internationally.
- An institutional culture that promotes diversity, inclusion, collegiality, transparency, accountability and ethical value-driven behaviour.
- Internal monitoring of employee experience, which measures leadership credibility, effectiveness, and impact.

The Unit focused on the following to achieve its strategic targets:

- Leadership development (UJ Women's Leadership Development Programme and the UJ Young Leaders Development Programme)
- Institutional Transformation Plan aligned to the Strategic Objectives 2025
- Institutional culture (staff and students)
- Ethics Charter
- Gender initiatives
- Change management workshops (staff and students)
- Dialogue sessions
- Events commemorating significant days and USAf Campaign
- Staff Day
- Diversity Week

RISK MANAGEMENT

Some key risks identified include, but are not limited to:

- Lack of data integrity. A data integrity project was set up to identify issues and propose solutions for improvement.
- Lack of attraction, retention and succession planning mechanisms, to focus on the retiring academic workforce, high performing staff, and staff with scarce and critical skills. A Talent Pipeline document was developed as a risk mitigating strategy.
- Inadequate attraction, retention and succession plans.
- Inability to meet employment equity targets.
- Burnout of academic and support staff.
- Lack of optimal interface of systems.
- Undesirable ratio of support staff to academic staff.
- Impact on UJ's financial sustainability due to the 65th percentile exercise.

SIGNIFICANT ACCOMPLISHMENTS IN 2018

- The Recruitment Optimisation Project was one of the key initiatives mandated by the Management Executive Committee. The recruitment policy and processes were reviewed and re-drafted in collaboration with divisional and faculty leadership as well as in partnership with the University leadership.
- The recruitment policy and processes, inclusive of panel composition and qualifications framework, were amended to achieve standardisation, efficiency, and flexibility; and were approved by MEC in October 2018 for implementation in 2019.
- The current focus is on making the required amendments to the policy and process documents, and on communicating with the relevant stakeholders to ensure uniformity of application and standardisation of approach in recruitment.
- All HR business partners were registered with the South African Board of People Practices as accredited practitioners.
- Three learnerships were rolled out in Generic Management, Business Administration, and Horticulture.
- The Oracle Online system was simplified, and the recommendations as presented at ELG in October 2018 were approved for implementation.
- The black academic and research staff component has increased from 33,69% in 2013 to 44,4% in 2018; female academic and research staff have increased from 44,33% in 2013 to 48,71% in 2018; while the international academic and research staff headcount has increased from 11,52% in 2013 to 16,93%. In 2018, female associate professors and professors have increased from 33,78% in 2013 to 37,63% in 2018.
- Over the past five years, the number of academic and research staff with doctoral degrees has increased from 35% to 48,46%.
- The number of academic and research staff with master's degrees has increased from 36% to 42,99% over the past five years.
- The negotiations with NEHAWU around remunerating employees towards the 65th percentile were concluded accordingly.
- A policy on temporary and fixed-term appointments was developed.

CONCLUSION AND WAY FORWARD

"Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organisational objectives. It is the fuel that allows common people to attain uncommon results."

– Andrew Carnegie

The Human Resources and Transformation Division continues its efforts to ensure that it positions itself to deliver an efficient and effective service as a meaningful partner supporting the strategic objectives of the University. The Division will prioritise the 65th percentile project, recruitment optimisation, performance

management, the organisational structure review and data integrity in 2019. Other areas that will be addressed are automation and optimising the Business Partnering Model as well as effective management of the temporary appointment process.



Tokoza Kwinane (Ms)

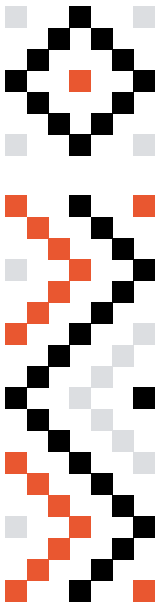
Executive Director: Human Resources (Acting)



Tshilidzi Marwala (Prof)

Vice-Cancellor and Principal





Management and Administration: Support Services

OVERVIEW

The University of Johannesburg's (UJ's) Strategic Object Four: Enriching student-friendly learning and living experience, and Objective Six: Fitness for global excellence and stature, have import for the following support services divisions of the University:

- Office of the General Counsel
- Information Communication Systems
- Institutional Planning, Evaluation and Monitoring
- Academic Planning, Quality Promotion and Academic Staff Development
- Operations (including Protection Services and Campuses)

Furthermore, in 2018 the encompassing Registrar's Portfolio included:

- Central Academic Administration (including Student Marketing and Alumni, relocated from the former Division of Institutional Advancement)
- Central Administration
- Corporate Governance
- Occupational Health Practice
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)

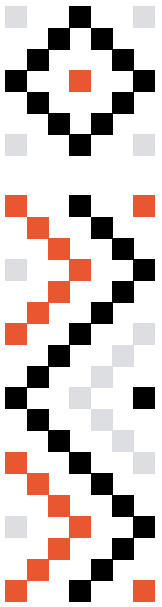
The operating context and governance as well as the performance review of all these support services divisions are reflected in this report.

Reports of the various support services serve at the relevant Management, Senate and Council committees.

Tshilidzi Marwala (Prof)

Vice-Cancellor and Principal





Registrar's Portfolio

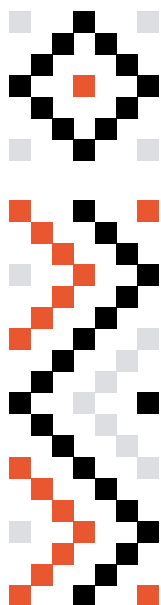
The primary focus of the various units in the Registrar's Portfolio is on Strategic Objectives Four and Six: An enriching student-friendly learning and living experience, and fitness for global excellence and stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle to the operational quality of support units. A recent addition to the Registrar's Portfolio has been Student Marketing, Alumni, and Convocation, to further enhance student life-cycle management.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff are contributing research papers to national, and on occasion, international conferences. In short, the work of these units is focused on and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of global excellence and stature.

Kinta Burger (Prof)

Registrar





Central Academic Administration

OPERATING CONTEXT & GOVERNANCE

The term academic administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Central Academic Administration (CAA) operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets regularly. The following other specialised committees are operational: Admission Committee, Assessment Committee, Registration Committee, Timetable Committee, and Graduation Committee, all chaired by the Registrar. In addition, various specialised operational committees exist within Central Administration to attend to operational matters.

The Director: Central Academic Administration (CAA) reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists, and the Registrar is ultimately accountable for the quality of academic administration. The annual external student data audit is submitted to DHET via the Registrar's Office. The current student data system is Integrator 4.1 from Adapt IT (which was upgraded from Version 3 to the latest available version, Version 4.1, in September 2018).

Central Academic Administration governance is divided into the following units: Faculty Coordination (including Academic Structure, Registration Logistics, Alumni, Certification and Graduations), HEMIS Coordinator, Student Enrolment Centre (including Student Call Centre and Student Marketing), Assessment, and Timetabling. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee, and Graduation Committee. Each committee operates in accordance with the relevant charter approved by Senex.

RISKS AND MANAGEMENT OF RISKS

A risk mitigation strategy for academic administration, focusing on the academic life cycle of the student, was developed in 2007 and has been continually refined since then. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by the academic life-cycle based, institutional committees reflected in the overview above. The academic administration risks are listed below. Their impact on the institution and the effectiveness of the mitigation strategies are reviewed annually.

Conflict of interest and declaration of confidentiality

A register reflecting the conflict of interests declared by employees (e.g. family members registered at UJ) is compiled annually, and applicable internal controls are in place to mitigate risks related to assessment marks



on the student data system and access to assessment papers before they are written. Annually, a declaration of confidentiality is also signed by all staff members responsible for academic administration.

Centralised printing and storing of assessment papers

In order to maintain and improve on the governance related to the printing and storing of assessment papers, the decision was made to centralise the operational process under CAA. To facilitate and enhance the process, a new secure assessment paper upload system (between academics and the Assessment Department) was developed.

In the second semester, the new SAPSS (Submission of Assessment Papers Secured System) was implemented and more than 95% of the module assessments were uploaded electronically by academics. The Assessment Department printed and stored approximately 4 900 module papers for the second semester's main, supplementary and special assessments opportunities.

Large number of late applications/walk-ins

To mitigate any risks related to late applications/walk-ins, the University again decided not to allow any physical walk-ins during the week following the release of the Grade 12 results.

To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was again utilised for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre or online chat facility.

Immediately after the release of the NSC results, UJ calculated the final admission status of applicants as well as of declined applicants whose Grade 12 results had improved. Applicants in all categories were informed by means of an SMS and email of their final admission status. Application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 2 to 5 January 2018, and students were only allowed on campus, for among other reasons, to submit study visas.

Registration

A medium-risk classification was again assigned to provide for heightened visibility and responsiveness by Public Order Policing. Once again, strict access control measures to all campuses were in place during the period following the release of the Grade 12 results in January 2018, while at the same time, adequate support was ensured for entrants who wished to submit late applications, register online and off site, and have queries answered.

Comprehensive risk mitigation strategies were put in place for registration, with a focus on online services. CAA has made excellent progress with the implementation of online registrations and is considered a national (and in certain instances international) leader in this domain.

- Only online off-site registrations were accepted. (Assisted on-site registrations decreased from 40% in 2015 to around 15% by 2018).
- More online services were introduced, e.g. for F7 appeals, course changes after registration and special assessment applications.
- Strict access control at campus entrances was implemented, with security vetting stations to assist with enquiries.
- An extended call centre and online chat facility assisted with off-site registration.
- The online late enquiry system facilitated around 80 000 enquiries online and off site within a week.

STRATEGIC FOCUS AND TARGETS

Realisation of goals and targets in 2018

Applications

The University again promoted the use of the online application system by means of the No Application

Fees Policy. A total of 96% of applicants again applied online as opposed to 96% in 2017, 95% in 2016, 87% in 2015, and 11% in 2014. Applicants received an automated response (acknowledgement of receipt) after the submission of the application. Furthermore, the online pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were still allowed to select any qualification of interest during the online application process, this pre-screening function gave applicants an early warning where they did not meet the minimum entrance requirements. The number of headcount applicants (including short learning programmes) in 2018 was 224 206 compared to 204 584 in 2017, and 191 165 in 2016. A database of unsuccessful yet qualifying applicants was developed to use as a 'selection list' in case enrolment targets were not met.

The ID information of applicants was again successfully verified electronically against the Home Affairs database, which resulted in increased efficiency and cost saving. Applicants whose IDs could not be verified were requested to submit a paper copy for verification. The student marketing function was relocated to the Student Enrolment Centre (and now reports to the Registrar via CAA) with the purpose of closer collaboration in terms of supporting the life-cycle process from marketing to prospective applicants to admitting the top performing applicants for registration.

Registration

A student satisfaction rate of 86% (compared to 85% in 2017) was reached for registration. The academic record module on the student management system was enhanced to display National Qualification Framework (NQF) levels of programmes and to exclude the levels for short learning programmes, which are no longer allowed to make mention of any NQF level if not part of an accredited programme.

UJ launched a number of online programmes between 2017 and 2018, and extensive system developments were made to facilitate the online registration model of six intakes a year. In the next few years, several other online programmes will also be launched, and CAA will continue to develop and integrate systems to streamline and improve our online services.

Timetables

The CELCAT timetable optimisation software, which was implemented a few years ago, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation, from a zero base, of the undergraduate assessment timetable for the period 2019 to 2021 was successfully completed for all campuses.

Dynamic e-forms were implemented to facilitate timetable change requests. The DFC lecturing timetable was successfully re-optimised in 2018, with the re-optimisation of the APK lecturing timetable being postponed to 2019 due to system issues and resource constraints. The CELCAT Room Booker system was also fully implemented for lecture and assessment venues. Implementation for computer labs is planned for the first semester in 2019.

Assessment

The Management of Assessment of Marks System (MAMS) was implemented for semester and year modules and was enhanced over the last few years. This system has increased the governance of marks, and a central repository has been established to assist with the early identification of at-risk students. Another critical enhancement linked to the MAMS system this year was the development of the SAPSS (Submission of Assessment Papers Secured System), which allowed HODs to authorise academics electronically for the uploading of assessment papers. Enhancements to the SAPSS system will continue in 2019 with concepts such as a warning to the HOD of similarities between the papers submitted for the main, supplementary and special assessment, and possibly a random selection of assessment papers in terms of the order in which they will be used. From March 2018, staff members from the Postal Services were fully incorporated into the Assessment Department to assist with and support the centralisation of the printing and storing of assessment papers.

To enhance the integrity of assessments further, surveillance cameras were used to monitor and record the proceedings of assessment opportunities in some venues. Recorded material may be used as evidence in assessment transgression cases. The installation of cameras in the remaining main assessment venues is under investigation and will continue in 2019. Cameras have also been installed in all the assessment printing venues.

Graduations and certification

More than 13 000 students graduated at almost 60 centrally coordinated graduation ceremonies. A student satisfaction rate of 89% was reached (compared to 86% in 2017). UJ's new advanced security certificates not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of qualifications. Certification printing software was successfully installed in 2017 to provide the functionality of ordering replacement certificates online and to have these sent by courier anywhere in the world. In 2018, the qualification verification functionality was activated, to allow alumni to securely authorise access to their certification documents electronically to third parties or prospective employers (free of charge). These additional features on the digital certificates system were received very positively.

Because of increasing disruptions of graduation ceremonies, due to latecomers, management decided to implement strict measures and not allow any late arrivals during the September set of graduation ceremonies. To facilitate this, a strong communication campaign was launched and graduates were issued with electronic tickets to their ceremonies. Graduates could then share the electronic tickets with their guests in advance.

In addition, external auditors performed the annual compliance audit to verify whether all certificates issued had been duly authorised. No exceptions were recorded, as has been the status quo for a number of years now.

Alumni

Three staff members responsible for the coordination of alumni activities were transferred from the Division of Institutional Advancement to CAA. Extensive advertising campaigns were executed in the print media, radio and on digital platforms (e.g. News24, LinkedIn, Facebook and Twitter) to encourage alumni to get involved with UJ and to update their contact details. In 2019, CAA will continue to implement systems to allow alumni to be more engaged and to collaborate online in terms of availing themselves as mentors to current students.

An alumni magazine was created for both digital and print media.

CONCLUSION AND WAY FORWARD

Central Academic Administration reached most of its performance targets and achieved an 86% in the registration student survey and an 89% in the graduation survey. The selection of undergraduate students, including the partially electronic selection of applicants, was executed successfully. The development of software for the electronic submission of assessment papers by academics and electronic access tickets for graduates was implemented. The risk of late walk-in applications was effectively mitigated by means of the electronic late application enquiry system, also available via mobile devices with Internet access. An extended call centre was also available to assist applicants with application enquiries. Further enhancement of the online collaborative alumni systems is needed and will be addressed in 2019.

The Management of Assessment of Marks System (MAMS) has been successfully implemented for several years now, and further enhancements are being considered. Sustained excellence in data quality was achieved in 2018 and an enhanced governance process for assessment processes was successfully completed without any major disruptions. More than 13 000 qualifications were awarded at almost 60 centrally coordinated graduation ceremonies held in March, April, May, June, September and October 2018.

No certification risks were identified or reported during 2018, with the annual external audit in November also reporting no exceptions. Two quality reviews were undertaken on assessments (including certification) and applications (including selections) in 2017. The panel reports were very positive with a small number of general recommendations that were implemented in 2018.

Additional measures put in place to minimise potential disruptions occasioned by the #FeesMustFall movement (and by the higher NSFAS eligibility threshold of R350 000 combined family income) prevented any significant disruptions of academic activities.

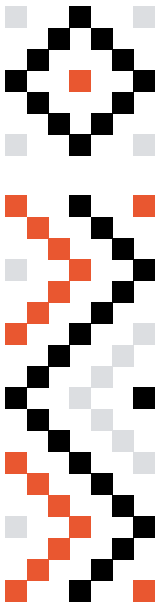
Central Academic Administration successfully performed and completed all life-cycle processes. We look forward to 2019 with confidence, to take our processes further online and to embrace the opportunities created by the Fourth Industrial Revolution.

A handwritten signature in black ink, appearing to read 'Kinta Burger', with a stylized, cursive script.

Kinta Burger (Prof)

Registrar





Central Administration

OVERVIEW

Central Administration comprises four units, namely:

- Director's Office
- Event Management Unit
- UJ Graphic Design Studio
- University Secretariat

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. In this light, the several units within Central Administration strive for alignment with the following UJ strategic objectives:

- Fitness for global excellence and stature
- National and global reputation management
- Excellent student experience and support

The units have performed admirably and have provided excellent service with regard to ensuring the efficient use of the Madibeng conference venues, planning and execution of MEC events, support to employees in the design and preparation of graphic material, and committee administration.

Director's Office

The Director's Office had responsibility for the efficient and effective use of the conference venues in Madibeng, thus ensuring the optimal use of these venues. The improved sign-posting made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director also fulfilled a governance role at the 68 graduation ceremonies by providing procession master services.

The Director also met with the manager of each of the units on a quarterly basis to discuss operational matters and the smooth running of each of the units.

Events Management Unit

The event coordinators hosted 39 events on behalf of MEC as well as 68 graduation ceremonies, where 13 325 students received their qualifications.

UJ Graphic Design Studio

The UJ Graphic Design Studio is the in-house design studio for the University. The Studio's key function is to conceptualise ideas through the integration of texts, typography and illustrations in the production of printed and marketing material. The Studio is supplied with raw information by the client, which is used to create, design and transform into a visually pleasing, printable end product that satisfies the client and communicates the intended message.



The UJ Graphic Design Studio executed a total of 675 design projects, which comprised 6 101 designed pages (consisting of research and annual reports; newsletters; marketing, research and conference posters; print and online brochures; cover pages; advertisements; digital illustrations; interactive forms; marketing banners and gazebos; invitations; web and social media banners; certificates; general promotional material; etc.). They met all delivery dates and in many instances exceeded these.

The Studio contributes to UJ's global excellence and stature by designing academic and research posters for presentations at national and international conferences. The Studio also designs marketing material for conferences organised and hosted by UJ. In terms of quality management, the designers strive for excellence in keeping up to date with the latest global design trends, as well as attending the annual Design Indaba in Cape Town, the best design and creativity conference in the world. The Studio's ability to design in-house instead of outsourcing has resulted in huge savings for UJ.

University Secretariat

The core business of the University Secretariat is to render professional support to the statutory committees of the University of Johannesburg:

- Council and Council Committees
- Senate and identified Senate Committees
- MEC and identified MEC Committees
- Joint committees of the Council and Senate, and of the Council and the MEC

In addition, the University Secretariat offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions, on request by the environment concerned.

The University Secretariat serviced 132 statutory committees in 2018, including three ELG strategic sessions, two MEC strategic sessions and one Council workshop. Positive feedback has been received from all the parties concerned. The quality of the services provided by the University Secretariat is excellent, and the staff members are regularly complimented in this regard. The Secretariat strives to maintain and improve the level of their service at all times.

Table 60: Secretariat risk register and risk management interventions/strategies

Risk	Intervention
Load shedding	Arrangements have been made with the PAs at Madibeng to temporarily use open offices that have back-up power.
Committee members not disseminating committee decisions	Where possible, reminders are sent to members and to non-members to take appropriate actions.
Submissions to a statutory committee not clearly stating their purpose	A submission template has been developed and is forwarded to non-members to assist them when compiling a submission to a statutory committee. (The template can be adjusted as required).

Quality control is an ongoing exercise in the Secretariat, with the draft minutes being reviewed for style and content, where required, prior to being submitted to the Chairperson for sign-off.

The quality of submissions is also reviewed if time allows, and submissions are referred back to the author should these be unclear or not in the prescribed format. By checking the quality and the accuracy of the content of submissions, the Committee Administrators make valuable contributions towards improving the overall governance of the committees.

The University Secretariat is generally acknowledged as one of the leaders in South Africa, and a number of our peer departments engage with us on processes and procedures. Further benchmarking will be undertaken with leading peer institutions, in order to identify areas of improvement.

CONCLUSION AND WAY FORWARD

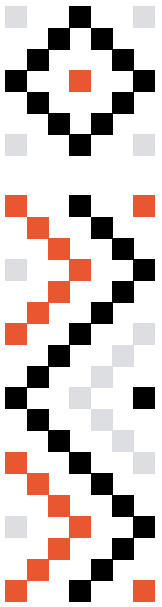
The different subsections within the Directorate have performed admirably and have provided excellent service with regard to committee administration, the hosting of events, and support to employees in the design and preparation of graphic material.

A handwritten signature in black ink, appearing to read 'Burger', with a stylized, cursive script.

Kinta Burger (Prof)

Registrar





Corporate Governance

OPERATING CONTEXT & GOVERNANCE

CORE BUSINESS

The Corporate Governance Division functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), and the Institutional Statute of the University of Johannesburg, together with its vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its subunits to both our internal and external clients. Corporate Governance also strives to improve our footprint at national and international level.

The functions of the Corporate Governance Division include the legislative and compliance framework within Records Management, Corporate Governance (compliance) and Contract Management. The Corporate Governance Division and subunits have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

The functions of the subunits within the Corporate Governance Division include:

Corporate Governance and Compliance

- Nominations and elections
- Access to information
- Commissioners of Oaths
- A Regulations
- Policy development
- Senate lists and membership of Senate Committees
- B-BBEE status preparation

Contract Management

- Life-cycle management of contracts from inception to archiving and destruction

Records Management (paper and electronic)

- Life-cycle management of records from development to destruction or archiving and ensuring adherence to the legislative and compliance framework

MAJOR ACCOMPLISHMENTS DURING 2018

- The UJ File Plan was one of the key focus areas for 2018. The framework, including the Master Record Index, was developed based on inputs received from both academic and administrative staff within faculties.

- A major change request related to the Student Applications Solution was implemented for the newly established College of Business and Economics.
- The solution for the online programmes was rebuilt to ensure that applications receive priority attention, thereby contributing to enhanced service delivery.
- The solutions within the production environment of the EDRMS (Electronic Document Records Management System) were migrated into the test environment to mitigate any risks associated with change management.
- Existing solutions were enhanced, thereby contributing to the strategic objective of excellence in research and innovation.
- The Business Insight Module was activated within the EDRMS, resulting in automated reports being generated.
- Previously, requests for academic records and transcript supplements were managed by an external service provider. A decision was taken to manage these requests internally to ensure compliance with the Protection of Personal Information (POPI) Act 4 of 2013. This also resulted in reducing the costs for students.
- Corporate Governance worked together with Central Academic Administration and played a significant role in the roll-out of the new digital certificates platform.

Strategic focus

The strategic objectives of the Division are aligned with the following strategic objectives of the University of Johannesburg:

- Fitness for global excellence and stature
- Excellence in research and innovation
- National and global reputation management

Nominations and elections

Nominations and elections were executed for various positions on statutory committees as well as within faculties. The nominations and elections conducted posed no risks.

Access to information

During 2018, this Division handled a total of 7 723 requests in terms of qualification verifications, transcript supplement requests, academic record requests, PAIA/POPI requests and internal requests for information.

Academic regulations

The academic regulations for contact programmes and for online programmes were combined, resulting in one set of regulations to ensure fairness and consistency in all programme offerings. These regulations were posted on the intranet, UJ website and uLink.

Policy development

The User Guide on how to access Governance documents was updated and communicated. The Policy Grid was revised and sent to all stakeholders for review of policies within their domain. Newly developed and revised policies for the 2018 reporting year amounted to 79.

B-BBEE certification

The University is in the process of obtaining the B-BBEE certificate for 2018.

Contract management

A total of 5 150 contracts are secured as vital records within the EDRMS, of which 590 are active contracts. For 2018, 436 new contracts were captured.

Records management

A number of solutions are maintained in both paper and the EDRMS environment. In total, 19 projects were identified for 2018, of which 14 were successfully completed. The remaining five projects are in the final phase

of development and testing. There has been an increase in records management awareness at UJ. This is demonstrated by the increasing number of requests received for off-site storage and disposal.

RISKS AND CHALLENGES

Key risks within the Division relate to institutional non-compliance with regard to governance related to the protection of personal information as well as access to information, contract management and institutional records management.

The risks to and the impact on UJ are noted and mitigating strategies have been developed, where possible.

Challenges are experienced across most functions within Corporate Governance. The major challenges identified include:

- Requests for access to information, in particular, requests related to transcript supplements, which are sometimes difficult to process. The historical nature of the records and information not being readily available, compromises the envisaged turnaround times for both faculties and Corporate Governance.
- Policy owners do not review policies timeously. A further challenge experienced pertains to staff executing a search for policies, whereby all versions are reflected and not necessarily only the latest version. This results in the incorrect document being utilised.
- Contract owners do not always communicate timeously when existing contracts need to be reviewed. A challenge also exists with signed contracts not being submitted to Corporate Governance timeously for uptake in the EDRMS.
- The lack of human resources within the Records Management Unit impacts on service delivery, resulting in clients not being supported adequately and project deadlines not being met.

CONCLUSION AND WAY FORWARD

The Corporate Governance Division played a critical role in the University and provided services to both internal and external clients. The Division continually strives to close the gaps identified in the areas of governance and compliance, contract management and records management. The Division looks forward to 2019 where it can explore innovative methods to enhance the systems utilised. Corporate Governance will make every effort to be proactive and fully utilise the resources it has available to ensure that it offers quality service to its various stakeholders.



Kinta Burger (Prof)

Registrar





Occupational Health Practice

BACKGROUND

The Registrar's Portfolio is home to the Occupational Health Practice (OHP). The OHP is represented on all campuses through the campus health clinics. (The clinic model accommodates both the OHP and the Primary Healthcare Service).

Since its inception in 2004, the OHP has matured into a comprehensive medical service consisting of a team of nine people. Three full-time occupational health nursing professionals assume responsibility for the four campuses (DFC and SWC Campuses are combined). The rationale to appoint such professionals per site is to allow in-depth knowledge of each site, its processes, staff risk profiles, risks and hazards. The chosen model enables rapid response to anomalies, emergencies and incidents, and allows for trust to develop between the staff and the Practice. An occupational medicine practitioner is the designated medical officer and visits three days per month. The radiation protection officer (RPO) is a further part-time position that forms part of this structure, and therefore radiation audits and reports are assimilated into the OHP. An administrative assistant manages logistics, and two student assistants take care of essential filing and deliveries.

The Occupational Health Practice derives its fundamentals and foundations from the International Commission of Occupational Health and the International Labour Organisation. Occupational health is a globally well advanced nursing/medical discipline as a specialist role of professionally registered nurses and doctors. Local regulatory and professional authorities further define and control professional scopes of practice. The UJ Occupational Health Practice operates under the designation of the Director-General: National Department of Health, whereby nurses are authorised to practise and dispense medication at an institution.

The seven focus areas of the UJ OHP portfolio are indicators of risk assessment and control programmes and consist of:

- Health risk assessment (legal mandate)
- Medical surveillance (legal mandate)
- Food safety monitoring
- Executive resilience programme
- Event medical risk assessment and resourcing
- Medical response to disaster
- Travel medicine

Approach

The health risk based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare and Event Risk Management, internally, and with external peers in healthcare, food safety, travel medicine and agencies, such as the World Health Organization and the International Commission on Occupational Health. Professional-ethical practice is evidence based and therefore dynamic in nature.

Clientele

Employees are our primary clientele; however, contractors, students and visitors may further be adopted as clients to this Practice in case of injuries on site or exposure to occupational health risk. A legal mandate defines the clientele in programmes, such as occupational health risk assessment and the medical surveillance programme, based on their occupational health risk exposure profiles.

This report was prepared in fulfilment of the UJ Occupational Health Committee Charter and serves at the MEC, the Registrar's Exco, PRCC, MECO and MECA.

SUMMARY OF PERFORMANCE

Execution of legal mandates on behalf of the institution

- Medical surveillance of at-risk employee groups was completed at a rate of 126% of the Annual Performance Plan (APP) target. Medical assessments, which included public driver permits, physical assessments, lung function tests, audiometry and blood tests, occurred in accordance with the Medical Surveillance Plan.
- Health risk assessments: For the period, 80 health risk assessments were carried out by the OHP, prompted by existing or emerging risk. Approved inspection authorities conducted quantitative legal surveys, and further risk assessments were shared between the OHP team and occupational hygienists. The completion rate was at 160% compared to the APP target.

Composition of an annual qualitative UJ Occupational Risk Profile, using the control banding methodology

Following extensive cyclic site visits over the past 15 years to assess occupational environments for their risks and hazards to the health of persons, the team have compiled annual risk profiles per campus and for the institution as a whole. Hazards are 'sources of exposure' and risk constitutes the 'probability that injury or damage will occur'. Continually emerging themes regarding hazards and risks are:

- Poor housekeeping can cause fire, physical injuries, food poisoning and respiratory illnesses.
- Poor ventilation can cause loss of concentration, headaches, respiratory illnesses, building related illnesses and exposure to dust, paint and exhaust fumes.
- Poor temperature control in laboratories can cause ill health.
- Poor maintenance of occupational environments, such as outdated replacement of light bulbs, contributes to poor illumination and therefore risk.
- Improper decanting of chemicals may pollute ground water.
- Improper storage of chemicals can lead to inhalation of such substances.
- Exposed live wires can lead to electrocution, trips and falls.
- Poor waste management of pigeon droppings can cause health effects.

Risk profile and rating result

The risk profile, updated in November 2018, depicts the impacts and probability of risk and hazards occurring in given environments. The intersection of the two factors provides a risk rating of low, moderate or high.

In total, 29 risks were identified and ratings of high, moderate or low risk were allocated. The campus presenting with the most risks overall was DFC at 12, followed by APK at ten, SWC at four, and APB at three.

- 37% HIGH risks
HIGH risks consisted of poor housekeeping and poor ventilation leading to injuries and ill health. Further high risks included improper stacking, maintenance and storage that might lead to serious and fatal injuries. The campus with the highest number of risk annotations was DFC at 54%, followed by APK at 30%.
- 31% MODERATE risks
Nine MODERATE risks constituted 31% of the total and included working in cryogenic conditions, chemical exposure risk and exposure to biological agents due to poor management of waste. The campus with the highest number of moderate risks was APK at 50% of such risks.

■ 31% LOW risks

LOW risk was assigned to a further 31% of health risks, including birds' nests, exposed/loose electrical cables, roof leaks and poor ventilation, potentially causing injury, illnesses and low work performance. The campus presenting with the most LOW risk findings was DFC at three, while all other campuses showed two LOW risks.

In total, 60% of the 3 406 client contact sessions for the reporting period was devoted to Occupational Health interventions, such as the 540 baseline and periodic medical assessments. Embedded in the contact sessions were 470 vision screenings, 349 lung function tests and 326 audiometric tests, while blood tests took up 93 sessions and travel medicine required 196 visits. A further 17% of visits consisted of primary healthcare interventions, such as the 646 vaccinations administered.

Event medical risk management was completed for 59 academic and cultural events – only 16 events appeared on the UJ Annual Calendar, necessitating accelerated action to manage the event risks associated with short lead times.

Radiation dosimetry results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation to workers at UJ.

Vaccines were administered to 523 permanent employees during the annual Influenza Campaign in April and May – free of charge on all campuses.

The state of **food safety** at UJ was audited against compliance to HACCP standards and the UJ norm of 90%. UJ, after steady growth since 2011, achieved an average total food safety score of 88% for the reporting period: similar to the previous year, in general, indicating consistent, commendable practices. Despite an average decline of 2,5% in the 2018 microbial subscore compared to 2017, no pathogens were isolated. However, receiving of products, temperature recordings, product storage and handling needed to improve. (The microbial subscore is a key indicator of potential food safety risk that is related to poor personal hygiene of food handlers, lack of temperature monitoring of food, poor storage practices, lack of sanitising systems and staff wearing jewellery that may cause contamination.)

The newly adjusted Food Safety Policy was approved by MEC on 25 September, formalising the process to follow in case of non-compliance with food safety norms.

Consistent, high client satisfaction rates and positive narrative feedback exceeding 95% were received.

Key/unique contributions towards GES in the reporting period

UJ Island risk assessment and emergency medical response mock exercise

A health risk assessment was conducted at the UJ Island and findings were submitted to the relevant line managers.

A mock emergency medical response exercise was arranged to familiarise the newly contracted ER24 with the site and to enhance collaboration with the National Sea Rescue Institute at the Island, which will provide logistical support for medical emergencies during inclement weather.

A guideline, entitled **Healthcare during student protests**, was prepared and sent to the Registrar for consideration.

Travel destination risk: gap at UJ

A potential gap in corporate travel at UJ was again made known to the UJ Management: UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in real time. The International SOS proposal in this regard was brought to the attention of the management for reconsideration. A meeting with the Registrar and the Chief Operating Officer (COO) took place on 31 August 2018.

Radiation protection officer (RPO): migration to COO domain negotiated

In a strategic meeting requested by this Practice with the COO, Prof Andre Swart, and the Registrar in June, a decision was taken to move the radiation safety function to a direct reporting structure under the COO as from January 2019. The objective was to correctly position the RPO within UJ, having regard for this institution-wide and critical role.

Emergency Medical Care (EMC) at UJ

ER24 Service Level Agreement: With a tripartite agreement being finalised after Short-term and Long-term Insurance Act amendments, a separate billing structure for the risk component and the actual EMC component of invoicing was necessitated. Induction activities, two intranet banners, circulars and posters were enlisted to increase awareness of the UJ emergency number (011 559 2555) and the ER24 trigger number (010 205 3050), which can be used by any staff member or student in a medical emergency. Operational meetings were held periodically, and initial, individual case management occurred via SMS.

The UJ ambulance was decommissioned, in line with the latest legislation that requires an institution to be duly registered and managed as an emergency service (a system that proved *not* to be feasible in terms of the cost of facilities, vehicles and registered paramedics required).

A memorandum was directed to the MEC on EMC at UJ, delineating scopes of practice, and roles and accountabilities. An analysis of the EMC services delivered to UJ by all stakeholders, i.e. the contracted ER24, professional nurses at clinics and the reaction teams at Protection Services, was prepared, and a memo submitted to the MEC. The objective was to explicate the legal-ethical background and the professional scopes of practice of responders, and to clearly delineate the roles of all stakeholders in responding to medical emergencies on UJ premises.

City University New York (CUNY) visit to the Occupational Health Practice

The Director of Health, Safety, Risk and Environmental Affairs at the City University of New York (CUNY), Prof Howard Apsan, visited this Practice during a South African excursion mediated by the Jewish Academy for Learning and Thought, South Africa. Valuable benchmarking resulted.

New Tobacco Products Bill

The recently published Tobacco Products Bill was examined for its relevance and a future update of the UJ Tobacco Policy. There have been no further developments at the time of report writing.

AREAS REQUIRING ATTENTION

Potential risk to official travellers: locating, assisting and/or evacuating staff and students in medical or security risk scenarios abroad

UJ currently neither tracks nor provides emergency medical assistance or evacuation advice to travellers in *real time*, exposing travellers to the risk of delayed emergency response. Around 250 staff and 1 100 students travel abroad annually (with one or several trips per person).

In 2017, a proposal was obtained from International SOS and discussed with the Registrar. The service provider would track/locate all UJ staff in real time, in order to provide assistance in locating the closest medical facilities via their mobile application and provide emergency evacuation.

A further meeting with UJ stakeholders (Registrar, COO and Expenditure) was held in August 2018, and a refined proposal has been received. Care has been taken to clearly delineate the roles of travel insurance alongside real time locating and emergency assistance by such a service provider.

Food safety practices

Given the stabilisation and maturation of food safety practices, as audited by this Practice, a proposal was submitted by the external auditors to lower the accepted UJ (internal) compliance norm to 85%, in accordance with international practice. (A previous recommendation, to increase the acceptable standard of UJ food safety to 90% as the total food safety score, is currently in place. Given maturation and increased awareness of food safety practices, the above proposal should be considered further.)

Resource implications

The latest cost estimate issued in October 2018 by the International SOS to close the institutional travel gap at UJ was around R1 594 000 per annum. No expenditure is envisaged regarding adjusting the UJ food safety norm to 85%.

KEY SHORT-, MEDIUM- AND LONG-TERM INITIATIVES IN SUPPORT OF THE ROLE TO ENHANCE THE EXCELLENCE AND STATURE OF UJ

Short- and medium-term initiatives

- **Compliance with two legal mandates**
 - Health surveillance of UJ staff to prevent impacts of occupational stressors, such as chemicals, biological agents, physical stress, noise and radiation on health. We conducted lung function tests, blood tests, hearing tests and medical assessments on all staff potentially exposed – the UJ Medical Surveillance Programme is formatted on annual/bi-annual cycles.
 - Occupational Health Risk Assessments and Occupational Hygiene surveys: an annual Health Risk Audit Plan is followed to accommodate the prescribed intervals. For acute/emerging risk, additional surveys are designed and arranged.
- The **APK Clinic extension is due to be operationalised**. This will provide additional professional space.
- Surveillance for global/local emerging communicable disease, e.g. such as Listeriosis, Malaria, Influenza and Measles.
- **Intention to become a continuous professional development (CPD) service provider**: An application was submitted to the South African Nursing Council (SANC). The aim is to facilitate portfolios of evidence for professional nurses in the employ of UJ. CPD is compulsory, and submission of such a portfolio will be a prerequisite for annual SANC registration to practise in future.
- **Approaching the UJ Division for Institutional Planning, Evaluation and Monitoring (DIPEM) to assist in creating an electronic dashboard for the Occupational Health Practice**: This should serve as an indicator of progress with the annual achievement of targets and servicing legal mandates. An added, very positive opportunity now arises, as the HEDA Explorer system may further be used as a repository for all past and current occupational hygiene surveys and health risk assessments, for big data analyses, trend analyses and epidemiology studies. Finally, improved institutional accessibility to such a shared platform among key stakeholders in Occupational Safety and Operations as well as heads of departments should increase knowledge of assessed domains and compliance levels.
- **Legislative review project: Hazardous Chemical Agents, Lead and Asbestos Regulations**: The HOD of this Practice acts as a representative for the South African Society of Occupational Health Nursing Practitioners (SASOHN), in collaboration with the South African Society of Medical Practitioners, on the Department of Labour's Medical Subcommittee of Technical Committee Seven. The objective of the project is to review the hazardous substance, asbestos and lead regulations under the Occupational Health and Safety Act 85 of 1993. UJ hosted an intensive workshop in October 2018 and reviewed comments on legislative drafts that will have significant impacts on occupational environments nationally, with a focus on evidence-based practice.

Long-term initiatives

- Strong bilateral collaboration with equivalent peers, such as in Sigma Theta Tau International (Honour Society for Nurses), the Medichem Scientific Committee, legislative reviews for Technical Committee Seven, and consistent contact with the International Commission for Occupational Health.
- Innovative introduction of digital health technologies in the UJ Occupational Health Practice's system of governance and reporting, as well as operational digitisation, where possible.
- Trendsetting in OHP governance at a higher education institution.

CONCLUSION

The year 2018 focused on Emergency Medical Care (EMC) at UJ. The onboarding process of ER24, and an analysis of legal-ethical roles, scopes of practice of clinicians, paramedics and first aid responders were undertaken by

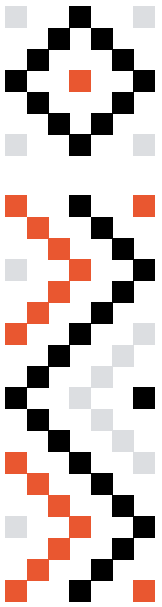
this Practice, and the document submitted to MEC for noting. A gap related to the medical and security risk of UJ travellers was reiterated and a proposal considered towards mitigating this potential risk. The radiation protection officer's position in the institutional structure was reconsidered, with the COO confirming that the role can be migrated to the Operations domain as from 2019. An application was submitted to the South African Nursing Council to grant continuous professional development service provider status to this Practice. The new Tobacco legislation will be published soon and will have real implications for the UJ Policy.



Kinta Burger (Prof)

Registrar





Primary Health Care Service

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Primary Healthcare Service is a division that focuses on student health and wellness and reports to the Registrar's Portfolio. The services are offered to UJ students and staff at no cost to the patient. The service is available on all campuses and is managed by primary healthcare nurse practitioners (PHCNP). The medical doctor provides clinical services to all clinics, and provides support to nursing staff.

GOVERNANCE

The core operational functions include the provision of primary healthcare (PHC), which focuses on treating of minor ailments, sexual reproductive health (SRH), the HIV testing service, event medical planning for the UJ Sport Division, health promotion, screening of chronic conditions and travel health medicine. PHCNPs are suitably qualified and licensed to practice under the Nursing Act 33 of 2005. They are licensed to prescribe medication according to Section 56(6) of the Act. All have a dispensing licence, which is a requirement for all clinicians. The clinics are managed by PHCNPs with the medical practitioner, Dr S Surtee, providing additional medical support, as is the statutory requirement of the licence to practice.

The Division operates according to and is guided by the following:

- Vision: To be a leader in excellent healthcare service delivery.
- Mission: To provide the UJ community with optimum preventative, promotive and curative healthcare while making use of appropriate referral systems.

RISK MANAGEMENT

The following are key risks and mitigations:

- Accidental exposure to infectious agents for patients, staff and students resulting from needlestick injuries. This is mitigated by the availability of vaccination against Hepatitis A & B to students in the Faculty of Health Sciences; treatment for prevention of HIV infection is provided to those exposed via accidental needle pricks or spillage of body fluids.
- Travel health risks: Infections and illnesses that may occur while on excursions. A pre- and post-travel health assessment is done on students involved in trips. Further information is shared via the uLink student portal.
- Delay in medical response due to unforeseen circumstances poses a risk, such that patients may not receive prompt high level intervention from an emergency medical service provider.
- An emerging risk: Lack of termination of pregnancy (TOP) clinics offered by the Department of Health. The risk is mitigated by providing daily contraceptives and the morning after pill on request. Requests for TOP are referred to the Soweto clinics and Charlotte Maxeke Hospital.

STRATEGIC FOCUS AND TARGETS

Departmental objectives aligned with UJ's 2025 Strategic Plan

- ***An enriching student-friendly learning and living experience***
 - Providing excellent PHC with the focus on enhancing the student experience;
 - Following the strategic plan as guided by the Department of Health (DOH).
- ***National and global reputation management***
 - Identifying risk in medical management of patients in line with various health regulations, and avoiding adverse events.
- ***Fitness for global excellence and stature***
 - Ensuring good governance in relation to human and financial resources to ensure sustainability of the service, while taking care of the environment locally and globally.

Strategic objectives and targets for the period 2018-2019

Short-term goals

- *Risky Student Behaviour (RSB) Committee:* Lead and coordinate the strategic and operational duties, to curb and respond to identified behaviours. This is in collaboration with stakeholders in the support and academic divisions.
- *HIV testing service:* Achieve a 5% annual increase in HIV counselling and testing.
- *Drug and substance abuse awareness:* Engage with the Departments of Health and of Social Development to facilitate awareness of and resources for drug and substance abuse.
- *Client satisfaction survey:* Maintain a high client satisfaction rate of 85% and above.
- *Health promotion:* Use peer education to promote health awareness. The programme is to form an integral part of Social Work interns' experiential learning within the Division.
- *Pre-exposure prophylaxis and antiretroviral therapy (ART):* Collaborate with ART centres to provide treatment on campus, and collect medication on behalf of students. The purpose is to enable more access to ART to students while they are at University.
- *Adverse events:* Maintain a 0% rate of adverse medical events.
- *Mental health support services:* Engage the DOH in providing psychiatric services to students.
- *Library talks:* Collaborate with the Library to obtain a platform to discuss health and related social behavioural issues affecting students.
- *Expanding clinic hours:* Increase operational hours to 17:00 to improve access to health services.

PERFORMANCE

Special projects

- Expansion of the APK Clinic, to obtain an additional consulting room.
- The successful move to the new clinic at DFC.
- Mental health referrals to Helen Joseph Hospital (HJH) Psychiatric Unit made easier for UJ students.
- TB Awareness Month in collaboration with HJH, IOHA, HR Wellness, the City of Johannesburg and the HIV Clinical Research Unit.
- RSB Committee: Strategic planning session held with internal stakeholders, i.e. Transformation Office, Student Affairs, Protection Services, PsyCaD and IOHA; calendars aligned to allow a collaborative effort in implementation of the strategy. The terms of reference have been established, with the operational budgets of different divisions implementing the programme.
- FYE programme implemented successfully in collaboration with IOHA and peer educators, who played a pivotal role in health promotion.
- Social Work students' programme under way to improve on HIV testing and counselling while meeting their experiential learning requirements.



PRIMARY HEALTHCARE SERVICE PERFORMANCE

The PHC Service has had achievements in the following areas:

Patients' consultations

The total number of consultations for the year provided by healthcare professionals, mainly the nurses and a medical doctor at the clinics, was 26 466. This includes all consultations except HIV testing services. Family planning accounts for most consultations. Other common conditions range from those of the respiratory tract, ENT and mouth and eye conditions, and gynaecological conditions. There has been an overall reduction of 4,5% in the number of consultations compared with the previous year, primarily of staff using the clinics; this may be attributed to staff rather consulting their private doctors. The APB Clinic with only one PHCNP may also be a contributing factor.

Employees vs student healthcare services

Services offered to employees include minor ailments, screening of chronic conditions and family planning. The service is offered to staff at Peromnes Levels 17 15, and to all with medical emergencies. The number of employees consulting at the clinic has dropped over the past two years since the insourcing of contract employees. In total, 1 457 employees were seen by health professionals at the clinic – a reduction from an annual figure of 9% to 5,5% of PHC consultations, which is very commendable as the service is primarily intended for students.

Sexual reproductive health (SRH) services

Family planning (FP)

Contraceptive methods available are the injectable, oral and subdermal implants. The service is available as part of mitigating unplanned pregnancies, and prevention and treatment of sexually transmitted infections including HIV. FP was provided to 9 585 clients, which is similar to the previous year and includes both staff and students across the University. An increase was noted in all clinics with a slight 1,5% drop at APK. The past four to five years have seen an average increase of approximately 12% per annum. This may indicate the beginning of a plateau in the usage of FP methods, which is to be expected. An emerging challenge is the shortage of injectable contraceptives supplied by DOH. This is mitigated by offering oral and subdermal contraceptives as alternatives.

Emergency contraception

Emergency contraception (EC), commonly referred to as the 'morning after' pill, was given to 243 patients, which is 30% more than in 2017 after a drop of 17,5% in 2016. This trend may indicate more risky sexual behaviour, with less or inconsistent use of preventative methods, such as condoms. In total, 1 429 patients were tested for pregnancy with 117 testing positive. All 117 were referred for termination of pregnancy. Those choosing to terminate are referred for psychological counselling at PsyCaD.

Sexually transmitted infections (STIs)

It was indicated in the 2016 report that there had been a 30% reduction of STIs treated at the various clinics within UJ. This changed in 2017, with a 12% increase to a total of 1 296 patients treated for various forms of STIs. This year has again seen a 4% increase with a total of 1 354 patients treated. This trend may indicate continued exposure to risky sexual behaviour with inconsistent or erratic use of barrier methods, such as condoms.

- Challenges: The syndromic approach of managing treatment of STIs means that some patients develop resistance to some drugs, which results in more than one consultation for the same disease. This is to be mitigated by the use of new technology in determining the exact STI, to identify the specific medications for treatment. This will be done with the company called *Get Tested*.
- Some drugs are not available from the DOH central pharmacy, which leads to delayed management of STIs and unnecessary referrals to hospital.



SRH collaboration with Netcare

The relationship with Netcare hospitals remains in place. In cases where students indicate that a sexual assault has taken place, they are referred for counselling, and Netcare hospitals provide medication to prevent and/or treat sexually transmitted infections, with the collection of specimens, should the client pursue criminal charges. This is a free service offered to the community in support of rape survivors.

Health promotion

This service is provided from the clinic with support from IOHA. HIV counsellors oversee peer educators, with nurses teaching students various health topics for dissemination to their peers. The following topics were most prominent during the year:

- Tuberculosis awareness
- STI/condom awareness
- Pregnancy and contraceptive usage
- Cancer: prostate, breast and cervical among others
- Substance abuse coupled with mental health awareness
- Women and men's health

HIV testing services (HTS)

A total of 5 586 clients were tested in all the clinics with 71 clients being found to be HIV positive; this yielded a 1,3% prevalence rate for those testing at the clinic. SWC clinic had a marked increase in testing and positive case findings, leading to more clients being referred for antiretroviral treatment. This has exceeded the 5% annual increase in testing. We have obtained the second consecutive 17% increase in HIV testing in the clinic since 2016. Social Work and Psychology interns allocated to the clinics have helped to increase the uptake of HIV testing services.

Challenges in HTS

- The availability of ARVs is not yet resolved as these need to be provided by the provincial DOH.
- Pre-exposure prophylaxis (PrEP) is not yet available as a preventative tool against HIV infection.
- We still have more females testing than males.
- Themba Lethu Clinic's (TLC) contract with UJ under Right To Care is threatened by Anova taking over the TLC Clinic.
- Achieving the 90-90-90 strategy will require more initiatives to encourage the UJ population to know their HIV status.

Vaccinations

Vaccinations were provided to 418 patients, some of whom were students from the Faculty of Health Sciences. This is an increase from the 388 vaccines provided in 2017. These included among others: Hepatitis B, Yellow Fever and Tetanus vaccines, which are given as part of management of disease, and also preventative medicine. The wider use of vaccines may indicate improved collaboration between faculties and the clinic regarding the importance of prophylaxis prior to exposure to harmful blood or other bodily fluids during practice.

Travel health

Travel health is provided to students travelling on UJ assignments. The service was accessed by a total of 479 clients. This is a 19% increase from the previous year. There was a sharp increase in utilisation by 70% after the introduction of the Africa- by-Bus initiative. No untoward adverse events were reported upon returning from various travels. Communication regarding travel health insurance has been updated on the risk register. Students are notified of travel insurance prior to travelling as part of travel health coordination.

Challenges

- Ensuring that there is at least one person per bus with first aid training. City of Johannesburg Emergency Medical Services has come on board to provide the training.

- Requests for travel health need to be submitted timeously, i.e. at least two weeks prior to travelling, to allow the clinic to manage the increased workload and to source adequate medication required for travellers. This is specific to the Africa- by-Bus initiative, as this has higher numbers of travelling students.

Event medical risk

Medical Operational Plans (MOPs) are required prior to a major sporting event taking place. In total, 28 MOPs were done for UJ's various sporting activities, most of which were in the UJ Sport Division. ER24 has been contracted to be the emergency medical responder following the termination of the contract with Netcare 911 at the end of March 2018. Both Varsity Cup Rugby and Football were supported by sports physicians, according to the rules of the sporting codes. No major injuries were reported at any of the major events.

First aid training

The City of Johannesburg Emergency Management Services provided a two-day training for 94 students on both SWC and APB Campuses. The training included CPR, basic first aid and basic firefighting. The successful group of students were awarded certificates of competence in a ceremony that was attended by dignitaries from the City of Johannesburg, among whom was Councillor Michael Sun.

Challenges

- The training is allocated for two consecutive days, which necessitates that it is done during the recess period, when students tend to go home.
- The expectation from staff and students that nurses would respond to medical emergencies when called upon. This was resolved by posting the medical emergencies procedure on all communication channels, i.e. social media, circulars and uLink

Client satisfaction survey

A consistent 92% satisfaction was achieved on average by all clinics. This measured the services received by patients at administrative level, for clinical care and for the HIV testing services. This good service rating by patients has been maintained above 90% for the third consecutive year.

Medical adverse events were maintained at 0%. This indicates a good measure of clinical practice.

Risky Student Behaviour (RSB) Committee

The Committee consists of representatives from the Divisions of Student Affairs, Protection Services, PsyCaD, IOHA, PHC and the Transformation Unit. Coordination and chairmanship are undertaken by the Heads of IOHA and PHC on behalf of the Senior Director: Students Affairs. This arrangement was included in the Terms of Reference document set out for the Committee. Poor attendance by some divisions has led to an interim decision to have an activity based approach to deal with and resolve risky behaviour from a health and wellness perspective. PsyCaD, IOHA and PHC had successful engagements in this regard. It was agreed, however, that the RSB will be led by the Transformation Unit going forward.

EMPLOYEE PROFILE

The staff complement consists of 19 permanent and one temporary staff member, including the PHC manager. The profile of employees is 78% black and female. This is in keeping with national trends in South Africa, where the ratio of male to female nurses is at 1:17. In total, 38% of staff are Coloured and 11% Indian. The male equity ratio has improved to 21%, following the appointment of Mr O Moshwene in July.

Appointments and resignations

- Mr O Moshwene (PHCNP) was appointed from 1 July 2018 and is based on APK Campus.
- A position for HIV counsellor, based at SWC, was filled by Ms M Matela.
- A motivation for the creation of an additional PHCNP position was forwarded to the Registrar and the HR

Table 61: Employee profile

Position	Female	Male	Black	Coloured	Indian
Manager	1		1		
Doctor (temporary)	1				1
PHCNP	6	2	6	1	1
HIV counsellor	2	2	3		
Administrative staff	6		4	2	

Division for approval. This was subsequently approved by MEC and should be advertised early in 2019. The need for this position arises from the ever increasing demand of services on APB Campus.

Training and development

- Staff continue with their chosen developmental areas with no new enrolments during the year. The manager attended a Travel Health conference held in Cape Town.
- Mr T Ntshabele was nominated to serve on the South African Nursing Council (SANC) for a five-year term – a prestigious and high level appointment made by the Minister of Health, Dr A Motsoaledi. Mr Ntshabele will now participate in developing the strategy of SANC. He also attended the Travel Health Course offered by School of Public Health at the University of the Witwatersrand.
- Sr BG Khabi has continued with her MCur Nursing Science with UJ's Faculty of Health Sciences, while Sr A Jacobs is registered for her second year of the BCur Ed et Admin degree in the same faculty.
- All PHCNPs will be attending the SAACHS conference taking place in Johannesburg in January 2019.
- All administrative staff attended a two-day training and enrichment session in recognition of Secretary's Day. Ms Wendy Smith attended the Office Administration Course offered by UJ HR Division, while Ms E Bodiba is on her second year of a Communications degree with Unisa. Ms E Poto completed her Social Work Honours degree at Unisa.

RESOURCE MANAGEMENT AND SUSTAINABILITY

Financial governance

The Division operates four cost centres and has utilised 99% of the operational budget. This is mainly due to the hike in medicine costs, as the DOH has not provided drugs as in previous years. The budget planning for 2019 was approved by the Finance Division in consultation with the Registrar.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

Leadership

External

- Sr Geya leads the National Forum for Campus Health HODs under the auspices of HEAIDS, and is the secretariat of the South African Association for Campus Health Services (SAACHS) Gauteng Region.
- She also participates in the South African National AIDS Council (SANAC), representing Civil Society in Higher Education.
- Mr T Ntshabele was nominated to the organising committee for the annual SAACHS Conference.
- A planning meeting was held with Right to Care, as their contract with Gauteng DOH came to an end in September 2018. Anova will be taking over the HIV/AIDS programmes at Helen Joseph Hospital. This has resulted in re-negotiation with the DOH, to allow UJ to administer antiretroviral medication on campus. A draft MOA was submitted to the programme managers for consideration.

Internal

- PHC enabled students from the Communications Department to record a video with a scene from the clinic at APB.
- DARE (Disabled Students Society) was supported with a health and wellness day on APK Campus.
- All campuses held several health and wellness campaigns with, among others, Engineering, Saratoga and Gateway residences.
- Engagement with students from Public Relations assisted in improving communication on the emergency services provided by ER24. They created posters and engaged in various health awareness campaigns on all campuses.
- Educational Tuesday sessions continued at UJFM with presenters by the PHC nurses, other health professionals and students in the peer education programme.
- PHC participated in the UJ Cleaning Campaign on all campuses.
- An enhanced security system at APK Pharmacy has improved the control of medicines.
- The Emergency Response Plan within UJ includes a focus on the role played by clinic health professionals to ensure that business continuity is sustained.
- Sexual assault victims have been supported, with assistance from Netcare Group.
- The Sexual Harassment SOP was re-evaluated, with advice from colleagues from various academic and support divisions on implementation.

TRANSFORMATION MATTERS

Following training of staff at all levels on topics that were core to the divisional operations, discussions were expanded to include social issues affecting members. Customer care was still seen as vital and core to the optimal experience of both staff and students. Communication improvement was also highlighted in engagements with staff at all clinics. A team-building engagement was planned for early in 2019. It was also agreed that, going forward, Nurses Day (12 May) will be a recognised day on the clinic's calendar by implementing a theme-based approach.

Strategic planning sessions have also become more efficient. Nurses will lead strategy at their clinics after a joint planning session with the manager. This will ensure ownership and strong engagement with their own campuses. This is also seen as transfer of skills in terms of management, and paves the way for succession planning.

CONCLUSION AND WAY FORWARD

The continuation of departmental objectives as set out for the year ahead, among which are the following:

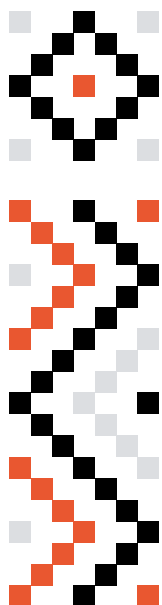
- Commitment to have a strategic planning session led by PHCNPs annually;
- Increase in cervical cancer screening;
- Continued readiness for the provision of antiretroviral medication;
- Handover of HIV testing services to IOHA;
- Continued provision of support to R-Exco's secretariat;
- Engagement of Medemass-Healthone to improve electronic records for HIV testing outside of the clinic;
- Exploration of the opportunity for a health pre-screening app for students;
- Collaboration with IT students and CAT to look at an online booking system or an app;
- Increased first aid training in collaboration with the City of Johannesburg EMS;
- Continuation of the expansion of the APK Clinic;
- Exploration of a smoke-free environment within the University.



Kinta Burger (Prof)

Registrar





Institutional Office for HIV and AIDS (IOHA)

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The mandate of the Institutional Office for HIV and AIDS (IOHA) is to fulfil a coordination role for the HIV/AIDS programme in accordance with the National Strategic Plan (NSP) for HIV/AIDS and related diseases, and the HEAIDS Strategy 2012. It functions within the legal and management framework of the University of Johannesburg in accordance with the Charter of UJ's HIV/AIDS Committee to ensure the realisation of the strategy.

The Office is also mandated to facilitate implementing the provision of a combination of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for HIV/AIDS related matters within the UJ community. The core operational functions include HIV prevention through sexual and reproductive health, peer education, community engagement, mass HIV counselling and testing, and care and support for people living with HIV. The purpose of the report is to provide an overview of the coordinated institutional HIV/AIDS response, which is monitored and evaluated by the HIV/AIDS Committee.

STRATEGIC FOCUS AND TARGETS

In alignment with UJ's strategic focus, IOHA focuses on fitness for global excellence and stature and global reputation management. Targets for 2018 included prevention, care and support through: peer education and the Link programme, a residence programme, mass HIV counselling and testing, promoting human rights issues, strengthening the Safe Zone Campaign and offering care and support for people with HIV. As regards fitness for global excellence and stature, targets included addressing the social drivers to the spread of HIV and AIDS, including risky student behaviour. National and global reputation will be enhanced through an internship programme, liaison with faculties and promoting further research around HIV and AIDS.

IOHA's 2020 targets focus on sustained excellence of service on all campuses with a client satisfaction rate of 85%; expansion of the Link network to 2 000 members; a significant positive shift in knowledge, attitude, perceptions and behaviour regarding risky student behaviours (as indicated by internal and external surveys); focused quarterly awareness campaigns run jointly with Campus Health; and incorporation of educational material into induction programmes, such as FYE, SRC, RAG, house committees and societies.

The 2025 targets are similar to the above targets with the following extension, namely: sustained excellence of service on all campuses with a client satisfaction rate of 90%; expansion of the Link network to 3 000 members; programme on risky student behaviour/healthy lifestyles to all students as part of FYE and SSE.



INNOVATIVE ACHIEVEMENTS IN 2018

Prevention, care and support

HIV prevention

HIV counselling and testing (HCT) is one of the key contributors towards the realisation of 90-90-90, i.e. 90% of the community to know their status, 90% diagnosed with HIV infection to know their status, and 90% virally suppressed. The First-Things-First Strategy adopted by HEAIDS for HEIs and TVETs contributes significantly to this, as young people between ages 15-24, who are at high risk for contracting the disease, are at these institutions.

A total of 10 945 clients tested in 2018, compared to 10 879 in 2017, which was an increase of 67, i.e. 1%. The target for 2018 HCT was 11 355, and the actual was 4% lower than the expected target. This is attributed to several factors, which included inclement weather for testing, unavailability of testing providers due to funding and revised testing policy, and the changed academic calendar, as in May, the three-week testing had to be cut to one week due to tests and examinations. The most affected campus was APK, which has the highest number of students, and failure to achieve targets seriously impacted the overall results.

Regarding profiling, 97% of those who tested were students, as the Wellness Unit in the Human Resources Division is responsible for target testing for staff, and 68% of clients were females. This is consistent with the national profile where the majority of people testing are females.

As part of social inclusion, the demographic data on the HIV testing consent forms were updated to include 'Non-conforming' for the community who do not identify as male or female. Of the clients tested, a total of 235, i.e. 2%, identified as 'Non-conforming to any gender', and appropriate referrals were done for those needing support.

Different barrier methods are available across campuses. Correct and consistent use of barrier methods, such as male and female condoms, has been identified as an effective means of protecting against STIs, including HIV. Additionally, condoms are the only contraceptive method that also provides dual protection, i.e. against STIs and pregnancy. Therefore, increased awareness and availability remain essential prevention strategies.

HIV care and support

The care and support programme is a pillar developed through the UJ wellness programme and aims to ensure optimal health and functioning for students and staff infected with HIV at UJ through the provision of social and educational support.

The total number of students and staff who tested positive was 104, with 92 of these diagnosed at PHC and IOHA testing. This year the support programme was extended to the general community, to include those who had not tested through the two UJ units, and currently there are 12 clients supported. A total of 74 (80%) of the people diagnosed agreed to be referred to IOHA, and of these, 69 (92%) joined the internal care and support programme. Currently, 62 (85%) are on antiretroviral therapy (ART) (based on clients referred).

The College of Business and Economics (CBE) continues to have the highest number of students testing positive, and second-year students yield the highest number of positive results.

Students are supported through face-to-face consultations, WhatsApp groups, a buddy system and a social club. This is one of the flagship programmes in HIV care and support, as UJ has invested in a client-centred approach, which is producing positive results in terms of managed care for HIV.

Awareness programmes and events

Integrated approaches have been identified as the most likely to influence behavioural change among our student community. Edutainment is one of the multi-prolonged approaches utilised to prevent HIV and AIDS infections; this has been recommended as an effective tool that can be used for behaviour change. Such approaches include library talks; several library dialogues were hosted with different partners.

Campaigns and events based on HEAIDS Big 7 Projects are presented as programmes aimed at fast-tracking the response to HIV and AIDS through comprehensive, combinatory strategies, i.e. First-Things-First, Men's Health, Women's Health (ZAZI), LGBTI-MSM, Balance your life, and Future Beats. The topics discussed included issues relating to social drivers for HIV, e.g. gender-based violence, multiple partner relationships, LGBTI-MSM, sugar daddy, absent fathers, partner disclosure, consent, body shaming, and drug and alcohol use/abuse.

Residence programmes

Risky student behaviour (RSB) programmes, and health and wellness days

RSB continues to be a concern within various university communities. Exposure to various risky behaviours is further seen to have an impact on student health and wellness, academic achievements and social integration. Providing health and wellness programmes to address risky student behaviour within residences is critical in extending services to students who might not be able to access health services during their daily busy academic schedules.

Peer educators hosted numerous residence talks in the UJ on- and off-campus residences. A range of topics were discussed in various residences depending on the need, which included 'Sex in the city' and social drivers of HIV/AIDS (gender-based violence (GBV), the use of alcohol and drugs, etc.) and a focus on contraceptives and family planning. At another residence, the peer educators addressed issues regarding 'My body my rules', seeking to address GBV issues, including awareness and where to seek support if an individual has been violated. The response from the students has been positive, since most students are available after their busy schedules and classes.

UJFM slots: 'Positive conversation'

As part of its continuing effort to educate and share information related to sexual reproductive health and rights, IOHA uses the UJFM platform as a means of communicating with the broader community. Various themes and topics were presented from February until the end of the year: gender and sexual diversity, sexual health month, positive living, being and becoming a peer educator, and women's health topics. Various experts and students contributed to the different slots.

Social media

IOHA continues to have a substantial social media presence, which increases social mobilisation, access to topics and awareness. The statistics, which are updated monthly on IOHA social media platforms, show that males participate more on social media than females; therefore, the platform will be capitalised to engage males and increase awareness as to topics affecting them.

- Twitter review: The IOHA Twitter page earned 60 706 impressions for the year 2018 (meaning the number of people who have seen and read tweets from the page). The first quarter had the highest level of interaction with 19 400 impressions.
- Facebook audience review: The total number who visited the page during 2018 was 49 385, with the third quarter having the highest audience number. The audience increase is due to online campaigns, such as the Iconic Man Campaign, meaning more such initiatives are needed.
- The website had a total interaction of 3 424 (the number of people who visited the website).

Fitness for global excellence and stature

The UJ RSB Committee (IOHA, Campus Health, Student Affairs, PsyCaD and Transformation Unit) organised different events to address critical issues around risky behaviour. The committee held three meetings, and reports on work done are submitted to the Institutional Forum and the Transformation Committee.

LINK/Peer Education Programme: Peer educators in the LINK programme continue to play a critical role in supporting the Institutional Office for HIV and AIDS (IOHA) and in sharing sexual reproductive health and rights (SRHR) information with their peers on the different platforms of the University community and beyond. A two-day introductory training workshop was held. In total, 292 students attended the training. Topics covered were

the background to HIV, social drivers of the epidemic, diversity issues and barrier methods. Although the training was completed in the first academic block, some students continued to show an interest in joining and were welcomed into the programme. It is evident that IOHA peer educators continue to act as role models to their fellow peers and stimulate the interest in joining the programme.

- A total of 135 students participated in the programme, compared to a target of 65.
- Peer educators' camp and appreciation ceremony: 95 of these peer educators received an opportunity to attend a two-day empowerment and appreciation camp, hosted by IOHA in November.
- The City of Johannesburg (CoJ) Emergency Management Services (EMS) executed a two-day basic first aid and firefighting training workshop to student volunteers from IOHA, Campus Health and Community Engagement. These are skills that students may use on campus during execution of campaigns and in various communities beyond the University whenever needed.
- IOHA, in partnership with Absa and Experian, hosted a work readiness and financial wellness seminar. The seminar was targeted at preparing students who are about to go into the workplace in 2019.

E-learning module

In addition to the face-to-face induction training, all peer educators are required to complete three e-learning modules by the end of the year. A total of 166 applications were received from current LINK members, the LINK network and some staff members to join the e-learning programme. Students who completed the modules by the end of the year were awarded certificates.

The process of formalising the programme and registering it as a short learning module has started through the Faculty of Education. Indications are that the process will take one to two years to complete. One of the Life Orientation lecturers has begun a research project on peer education and has currently received ethical clearance from both UJ and HEAIDS. She started data collection with the IOHA peer educators at the end of October.

National and global reputation management

HIV curriculum integration is implemented by means of innovative and participatory approaches to produce AIDS competent graduates and to strengthen the prevention messages of HIV and AIDS. This is done through:

- **Social Work research project:** This is a three-year collaborative project, which focuses on addressing aspects around university students' safe sex empowerment that is often stigmatised, such as female condoms, masturbation and possible other sexual pleasure activities. These can promote safe sex empowerment with university students, but are often neglected.
- **Training workshops:** IOHA was invited by various departments and faculties to present current SRHR/HIV information and indicate how students can use this discourse within their practice. Various engagements were conducted to help students understand and apply this discourse as relevant to their courses.
- **Internship programme:** As a contribution towards graduate competencies and the HIV curriculum integration programme, IOHA hosted two community development and leadership students from the Social Work Department. The interns were exposed to several HEAIDS/IOHA projects and assisted in building a stable platform to enhance SRHR issues with the university community and beyond.
- **Project based learning:** IOHA supervised four students from IT on a project to design a youthful but also educative website for the Unit. Students presented to IOHA at the beginning of October and also made a final presentation to their Faculty. The new website was intended to give IOHA faster feedback without any loss of data. It will be particularly helpful during testing campaigns, condom distribution, event evaluation and more. A student from the Marketing Department also developed a social media blog as part of his project.
- **Research task team:** In partnership with the Social Work Department, IOHA is piloting students' willingness to use smart cups as an alternative to sanitary pads. A challenge experienced with this research project is the need for a research assistant who can assist with data collection and publication.

Global excellence

- Leadership: IOHA was invited by HEAIDS to join the group of facilitators for peer education training at two institutions this year, including one for high school learners.
- IOHA hosted a delegation from Mozambique, accompanied by HEAIDS, to benchmark on the implementation of the First-Things-First Programme. The University of Fort Hare also visited IOHA during a benchmarking exercise. Both gave positive feedback on learning lessons on peer education and programme implementation.
- IOHA peer educators were invited to exhibit at the Gauteng Youth Expo in Nasrec, and will be participating annually.
- Peer educators participated in various community engagement projects in partnership with internal and external partners, such as RAG, the Community Engagement Department and NGOs.
- In October, senior peer educators were invited to the Registrar's tea event. The meeting was aimed at acknowledging the senior peer educators for the extended services rendered through community service and active citizenship.
- The Head of IOHA was one of 20 leaders internally and externally who was given an award by Community Engagement for the contribution the Unit played in mentoring future leaders.
- In November, NMU hosted a one-day colloquium on Higher Education Leadership in partnership with the University of Bath, with the Head of IOHA forming part of the panel discussion.
- Drug and Alcohol Youth Conference: In addressing risky student behaviour and explicitly targeting issues related to drug and alcohol use/abuse within institutions of higher learning, IOHA, in partnership with internal and external partners (Soul City, VUT, HEAIDS, Department of Health and Positive Convention), hosted a student and youth conference under the theme: 'Shining the light on alcohol and substance abuse'. A total of 224 delegates attended the conference, and students submitted recommendations to HEAIDS, on changes they would like to see to address these challenges at different campuses.
- IOHA has hosted two youth conferences since 2017, one international and one provincial, as part of sharing their flagship projects, such as peer education work, curriculum integration and social mobilisation. This is done at no cost to students, as efforts are made to mobilise sponsorships on their behalf.
- The HEAIDS funding project has been implemented according to the proposed plan. This was of great assistance in hosting the youth conference on drugs and alcohol.

Transformation plan

IOHA staff, including student assistants, had a team building session, facilitated by an external service provider, at which the team brainstormed initiatives that could be adopted and implemented to enhance the team and service delivery, but which were identified as missing from the UJ cultural survey. Additionally, the team developed a theme song, which strives to unite and summarise what the Unit is all about. This is to be formalised and framed for each office, to serve as constant reminder to all. Birthdays are used to celebrate individual contributions. A monthly team outing has been arranged since August. The Head of IOHA handed out awards to staff for the different roles they play within the Unit through service delivery, innovation and leadership.

Client evaluation

- Overall client satisfaction during HCT testing campaigns was 95%.
- Feedback from capacity building training workshops averaged 91%. Students continue to raise concerns, mainly with regard to the limited time allocated for training, which does not allow much engagement.
- Client satisfaction regarding events hosted was 90%.

CONCLUSION AND WAY FORWARD

In 2019, IOHA will continue with strategies that have proved effective, while constantly seeking to enhance its services to the community.

HIV testing will remain a key part of our work. More testing providers will be sourced as back up, the strategy to have PHC counsellors testing in tents outside clinics will be formalised and managed, and mass testing dates

will be aligned with the academic calendar and students' availability. Additionally, testing targets will be set according to the campus population, with the aim of testing a minimum of 20% on each campus. This is to also to actively contribute as a University towards the UNAIDS-DOH 90-90-90 HIV Prevention Strategy.

A further focus will be on the promotion of behaviour change, through deepened student awareness of the social drivers of HIV and AIDS. The residence programmes will be enhanced, both on and off campus, human rights issues relating to marginalised groupings will become a focus, and internships and project-based learning will continue to be offered. The RSB Committee will be restructured as a health and wellness committee, and the RSB programme will be coordinated through HEAIDS 2018-2019 funding, with a focus on health and wellness for the LGBTI+ community in 2019.

The peer education programme will be expanded and registered as an SLP, in collaboration with the Faculty of Education, and the digitisation of the peer education workshops will be taken forward. The IOHA website will be further improved, the use of social media to create awareness enhanced, and an electronic database system introduced, both to shorten waiting times, and to improve the validity and reliability of our statistics.

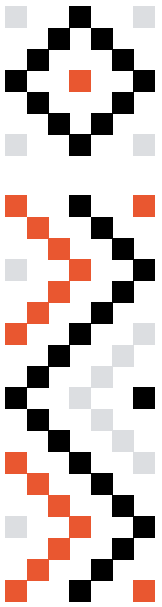


Kinta Burger (Prof)

Registrar







Office of the General Counsel

The Office of the General Counsel (OGC) was established on 1 January 2016. It comprises a small team of four legal professionals and an executive personal assistant. The professional members of the team are the General Counsel (GC), the Director: Contracts, the Director: Litigation and General Matters, and a Legal Advisor. The post of Legal Advisor became vacant in 2017 and was filled in 2018. All the professional members are or were enrolled as practising attorneys.

The OGC seeks to be a trusted partner of UJ's governance and management structures, its office-bearers and employees in respect of institutional affairs; the Office sees these as its clients. It seeks to achieve this aim by being recognised for its creativity, expertise and commitment to the University's vision, mission and values.

The OGC assists its clients to conduct the University's business, which involves legal dimensions, effectively and in accordance with legal and policy requirements. The members of the OGC are not only experts on those requirements, but are problem-solvers committed to helping resolve issues in a practical, timely and efficient manner and advising on pro-active measures to mitigate problems.

The OGC seeks to be alert to legal risks presented by proposed courses of action, while being sensitive to the responsibility of the University management to determine what level of legal risk is ultimately acceptable. Moreover, the Office emphasises the need for innovation and creativity in assisting University managers to develop new and useful approaches to the challenges they face and the opportunities they are presented with. To this end, emphasis is placed on early involvement in emerging issues and activities. The objective is to provide legal services of a quality commensurate with the University's commitment to global excellence and stature in all of its activities, particularly as it asserts its leadership position in the Fourth Industrial Revolution.

The main subject matters to which the Office attended during 2018 were:

- Business transactions
- Commercial matters
- Educational affairs
- Contracts
- Litigation

The OGC assists all the faculties and divisions with their day-to-day legal challenges, ranging from litigation to amendment of policies and procedures and contract development. It advises them on legal dimensions in their dealings with third parties, and obtains and provides legal opinions regarding complex legal issues.

Following 2016, when the work of the Office was dominated by issues that arose from the #FeesMustFall and #OutsourcingMustFall movements, 2017 was dominated by matters arising from the University's property holdings. This continued in 2018, but the focus of the Office gradually shifted to matters arising from the University's commercialisation domain.

Arbitration proceedings in respect of two major capital projects continued in 2018, one relating to the second Soweto residence, and the second to the large lecture venues constructed as part of A Ring on the Kingsway Campus. The first matter was settled during 2018 on the basis that the contractor paid the University an all-inclusive amount of R5.5 million. The funds recovered will be used to address maintenance and design issues in respect of the residence. The second matter was partly heard during 2018 in respect of separated claims. The Arbitrator found in favour of the contractors in respect of the separated claims (but not to the extent that it had sought) in the amount of R2 150 000. The Arbitrator has also ordered that UJ pay interest on that amount from 30 January 2015, as well as costs. An appeal by the University and cross-appeal by the contractor were filed in 2018 to be heard in January 2019. Although falling beyond the reporting year, it is considered appropriate to note that the University's appeal succeeded with costs, which resulted in the reduction of the award to the contractor to R450 000. The contractor's cross-appeal was dismissed with costs.

The University successfully sued for the eviction of the lessee and occupant from the vacant land in Kingsway Avenue bordered by the Sophiatown Residence on the one side and the seminary (owned by the lessee) on the other. The basis for the eviction is that the University cancelled the lease concluded with the lessee as a result of its breaching the lease by purporting to cede its rights arising from the lease to the occupant. The lessee and occupant appealed unsuccessfully to the full bench of the local court, but were granted special leave to appeal to the Supreme Court of Appeal. The University will oppose the appeal and will seek that the orders granted thus far in its favour are upheld. The earliest expected date for the hearing of the appeal in Bloemfontein is November 2019.

Following the investigations of the conduct of the previous Chair of Council of the University, Dr Roy Marcus, and the previous Deputy Vice-Chancellor, Mr Jaco van Schoor, in respect of the commercialisation activities in which UJ was involved, civil proceedings were instituted against them and five other defendants in the High Court. The total amount of the monetary claims against the defendants is R20 419 675.20. The University also seeks orders declaring (a) Dr Marcus and Mr Van Schoor as delinquent directors in terms of the Companies Act 71 of 2008, and (b) the agreement to form a commercialisation partnership between Clarify Investment Corporation (Pty) Limited and the University to be invalid and of no force and effect. On 31 July 2018, summary judgment in the total amount of R14 320 350.72 was granted against Dr Marcus and Mr Van Schoor. They subsequently filed an application to rescind (set aside) the judgement, to be heard in 2019.

During 2018, pleadings were also prepared to proceed in 2019 with the winding-up of certain entities within the University's commercialisation domain.

Following proceedings in terms of the Alternative Dispute Resolution Regulations promulgated in terms of the Electronic Communications and Transactions Act 25 of 2007, the registered domain holder of the uj.co.za domain name was ordered, in terms of an award made on 28 May 2018, to transfer it to the University on the ground that it was an abusive registration in the hands of the registrant.

Although the insurers of the University take over the legal defence of claims made against the University that are covered by insurance contracts, it remains the obligation of the OGC to provide the legal practitioners appointed by the insurance with information and documentation, and to assist them with the often difficult process of navigating the academic domain, which is regulated by legislation with which private practitioners are not always familiar. Public universities are complex institutions, regulated by a layer of laws and regulations, which can be compared to the layers of an onion. On the outside are international law and the national laws of other countries, which become increasingly important as the University pursues its vision of global excellence and stature. Then follows the Constitution of 1996; the general law of the country; statutes containing provisions particularly applicable to organs of state and public bodies; the Higher Education Act 101 of 1997 and the UJ Institutional Statute; and finally the Companies Act, which governs the companies of which the University is a shareholder.

More mundane attendances arising from the Property Management Office included conveyancing and town-planning issues, and the eviction of defaulting tenants.

Legal advice on 1 195 new contracts (943:2017; 543:2016) was provided and 377 contracts were revised (550:2017; 356:2016) during 2018. There was a marked increase in contracts submitted to the OGC for vetting following the discovery of irregularities in the University's commercialisation domain. The range of activities of a university is much wider than in many multinational corporations, which limit their focus to specific activities. Contracts within the realm of academic activities include those that focus on teaching and learning, research, and community engagement. At the same time, commercial contracts are concluded to ensure the smooth running of a modern city university. The Management Executive Committee (MEC) approved the Contract Development Policy and the associated Standard Operating Procedures in 2018. The objectives of the policy are, among others, to improve corporate governance practices; reduce the legal, reputational and financial risks associated with the conclusion of contracts; address adverse internal audit findings regarding the conclusion of contracts on behalf of the University; and take lessons on board that were learnt during costly litigation proceedings pertaining to contracts over the years. Costly litigation lessons learned also informed the drafting of amendments to the Joint Buildings Contracts Committee (JBCC) contract documentation, and the suite of agreements of the Professional Client/Consultant Services Agreement (Procsa) Committee in the interest of the University. It was also necessary to give attention to the 2017 edition of Procsa, and to align UJ's processes and contracts thereto. Contract templates are reviewed annually to take into account legal developments, regulation and policy changes as well as audit findings and insights gained when dealing with contractual disputes.

The OGC co-hosted a Contract Development Workshop and a discussion of procurement policies and procedures, open to all UJ staff, on 27 July 2018. Presentations on contract development were made to the MEC Academic Committee on 7 August 2018 and the University Research Committee on 20 August 2018.

There was an increase during the reporting year in providing legal advice relating to the Companies Act for the commercial entities in which UJ holds shares. This included advice on the interpretation of shareholders' agreements, Memoranda of Incorporations and contracts. Arising from this, the OGC presented a training workshop on the Companies Act for members of the Special Financial Projects Office (SFP) and other invitees on 14 May 2018. The presentation was reworked into a training manual. In several instances, the OGC had to involve itself with the operational matters of the SPF, for example, by drafting ordinary and special resolutions; checking minutes of board meetings; drafting minutes of board meetings; and attending board meetings. The increase in the workload relating to the SPF arose mainly from the investigations that were conducted within the commercialisation domain, the results of which also increased the workload of the OGC relating to the Technology Transfer Office.

The OGC arranged and co-hosted an intellectual property workshop on brands, trademarks and the law on 19 June 2018. This was attended by colleagues from operational divisions (including marketing) and faculties dealing with these issues.

As a public higher education institution, there are a number of statutes that impose special duties on the University, for example, the Promotion of Access to Information Act 2 of 2000, the Promotion of Administrative Justice Act 3 of 2000, and the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008. Providing advice in respect of this legislation, and applying the provisions of these statutes in a wide range of contexts, form a substantial part of the work rendered by the OGC.

All professional members of the OGC attended and were certified as having completed the *Engineering & Construction Contract Management FIDIC, NEC, JBCC & GCC workshop* accredited and endorsed by the South African Asset Management Association (SAAMA), and presented by the Hill Institute from 7 to 9 March 2018.


All professional members of the OGC are also members of the Legal Practitioners' Forum (LPF), a forum open for all the legal advisors of universities. Within a period of three weeks, the OGC arranged on short notice at the request of the LPF a conference for members of the LPF when the previously agreed host could no longer hold it. The conference, held on 19 April 2018, included presentations on the Protection of Personal Information Act 4 of 2013 (POPI) Code of Conduct for higher education institutions; Higher Education Act Amendments; Social Media Policy in the higher education environment; and rationality standards of constitutional judicial review and

the risk of judicial overreach. Presentations were made by, among others, the most senior legal advisor of the Department of Higher Education and Training.

The stature enjoyed by the professional members of the OGC is illustrated in many ways. To mention a few: the GC was reappointed by the Board of Universities South Africa (USAf) to serve on its Legal Advisory Committee, which at the same time appointed the Director: Contracts to serve thereon. The Director: Contracts also serves as one of six members of a working group advising USAf on the POPI Code of Conduct for Universities. The Director: Litigation and General Matters was selected to participate in the prestigious UJ Women in Leadership Programme.

Additional structures were created on which the OGC serves, including the committee dealing with TIA (Technology Innovation Agency) seed funding, the MEC Commercialisation Committee, the Fourth Soweto Residence Steering Committee; the Safety, Security and Tertiary Management Committee on which serve, among others, representatives from the South African Police Services, the Johannesburg Metro Police and our neighboring peer institution; and the Funeral and Medical Aid Benefits Task Team.

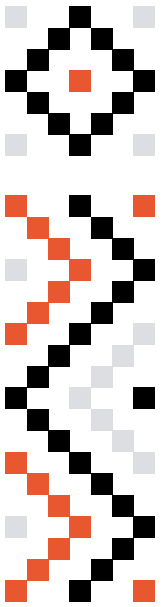
As students become more litigious, it is necessary for members of the OGC to assert themselves increasingly in the academic domain. So, for example, the OGC had to represent faculties before subcommittees of Senate regarding the reregistration of former students for master's and doctoral studies, and proposed amendments to the academic regulations and academic policies in view of lessons learned in dealing with litigation and disputes.



Patrick O'Brien (Prof)

General Counsel





Information Communication Systems

OVERVIEW

The Information Communication Systems Division (ICS) is the internal Information and Communication Technology (ICT) service provider to the University of Johannesburg (UJ), and the institution's central ICT Division. It has the task of dispensing enterprise ICT systems and services for all UJ staff, students and partners, which is done through efficient and effective planning, implementation and support of ICT innovations.

With responsibility to take on digital transformation and other business critical projects, the role of the ICS is more visible than before. Between maintaining infrastructure, coming up with new ways to use information and data to drive business forward, and leading digital transformation efforts, ICS still needs to maintain service levels and ensure stability of IT systems and associated infrastructure.

SUMMARY OF KEY ACHIEVEMENTS

The following key deliverables were achieved in 2018, namely:

- Infrastructure modernisation
- Systems and infrastructure upgrades

Infrastructure modernisation

Private cloud: Infrastructure as a Service (IaaS)

Infrastructure as a Service (IaaS) allows the usage of infrastructure resources, such as computing, networking, and storing as a service. At UJ, ICS implemented IaaS, which allows ICS staff to rapidly provide the required virtual servers. The provision of size of the servers is currently limited due to budget restrictions, and when a larger server is required, physical hardware still needs to be purchased. This private cloud is configured for our four campuses – APB, APK, DFC and SWC. ICS also has a disaster recovery site.

Implementation of security tools

ICS has implemented the following security tools.

- Qualys Vulnerability Management (VM)
Qualys VM continuously scans and identifies vulnerabilities on the ICS infrastructure. This tool can uncover unanticipated devices that are connected to our network that can leave the network exposed to cyber attacks.
- Symantec Endpoint Encryption
Laptops provide our staff the freedom to work anywhere and at any time. This freedom comes at a greater risk of data breaches through lost or stolen devices. Symantec Endpoint Encryption combines strong full-disk encryption with centralised management to protect sensitive information.



Network reconfiguration for cluster optimisation

ICS reconfigured the network for the chassis hosting critical servers and the Enterprise Business Systems (Oracle and ITS) clusters to optimise data throughput and increase network stability. ICS enabled high availability by isolating the various traffic types used by the different systems, and putting in place redundant high speed uplinks back to the data centre network core.

Storage expansion

ICS upgraded the storage array that contains our Oracle EBusiness Suite systems data. The storage expansion not only increased the overall usable capacity, but also greatly increased data throughput by utilising high-end read and write intensive solid state drives.

Telephony systems virtualisations and installation of unified communication system

The telephone system is aging and has reached manufacture lifespan. There was a need to upgrade and renew the telephony system, which is currently based on old analogue and digital lines technology. ICS installed a virtual server (private cloud solution), which is an IP based unified communication system to replace the aged PABX hardware.

Systems and infrastructure upgrades

ITS Student Management System upgraded to the latest version

ICS successfully upgraded ITS Student Management System to the latest version as previous technology had reached end of life and was no longer supported. The upgrade brought a number of business benefits, such as the reduction in local software programs, now replaced by standard functionalities, which results in ease of support.

Electronic Submission of Assessments System

This application enables academic staff to upload all their assessments for a particular assessment period; Central Academic Administration (CAA) is now able to securely retrieve and print the assessments for distribution during the assessment period.

MARKS declaration portal

The aim of the project was to enable both support and academic staff members who work with the Management of Assessment of Marks System (MAMS), to declare a conflict of interest with a student who is currently registered at UJ.

Fibre upgrades and high availability on APK

ICS installed new fibre network cables around the APK Campus from A Ring to E Ring, from 1Gbps to 10Gbps, in order to achieve an increased network capacity, better reliability, and lower total cost of ownership, and to ensure network high availability. This upgrade will ultimately provide flexibility for a Fourth Industrial Revolution anytime anywhere network.

Wi-Fi expansions and upgraded Internet lines on all campuses

ICS has been rolling out Wi-Fi in student areas, such as libraries, lecture halls, open areas and student residences. In 2018, ICS further expanded the Wi-Fi coverage and upgraded Internet to a 10G line in areas where the signal was not adequate, in order to address the connectivity requirements.

Firewalls (next generation firewalls)

To further strengthen the security of the University's IT infrastructure, ICS installed additional firewalls on APK and APB Campus. The next generation firewalls are capable of handling advanced threats from the Internet. ICS has installed these firewalls between APK Campus and external houses, and has extended the high availability capabilities on APK Campus in order to address the issue of redundancy.

Eduroam roll-out

Eduroam (education roaming) is a secure, world-wide roaming access service developed for the international research and education community. UJ has been part of Eduroam since 2012, which allowed UJ staff travelling to other universities worldwide to connect and have Wi-Fi access. During 2018, the ICS Department made Eduroam available on all four campuses at the libraries, student centres and Madibeng area.

High performance computing cluster (HPCC)

HPCC is an open source data-intensive computing system platform that provides a reliable, scalable and centrally managed research computing facility to UJ's researchers. This provides the users of the cluster with more processing power and storage than would otherwise be available to them. The UJ cluster is also part of the worldwide computing grid; it participates in both the Open Science Grid and South African National Compute Grid.

In 2018, ICS onboarded more departments to make use of UJ's HPC facilities. Research topics range from biodiversity and conservation to genetic studies, and the cluster was used in inter-university research projects funded by the National Research Fund. Such research is undertaken by both master's and doctoral students and UJ research staff.

SUMMARY OF KEY CHALLENGES AND RISKS

ICS is constantly faced with challenges brought about by the ever-changing technology landscape and the operational demands on its resources, and some of these challenges and risks are noted below.

Key challenges

Maintenance backlog

Most of the IT infrastructure (audio-visual, network, Wi-Fi and end-user computing devices) has aged or reached end of life. Inadequate funding over the years is a major challenge, which has resulted in maintenance backlog and equipment failures.

Funding constraints

Due to the limited implementation of private cloud infrastructure (IaaS), funding to consistently maintain and provide required server infrastructure and storage remains a challenge. This also applies to the audio-visual infrastructure funding requirements for all the teaching and learning venues.

Scarce skills set

As new technologies become available, the regular need increases to upskill staff in hardware on various platforms. ICS has one highly skilled hardware expert available, which poses a risk to the University, should this staff member decide to further his career elsewhere. This also applies to others within ICS, such as architecture and planning, networks security management and cyber security.

There is a challenge to meet rapidly increasing business demands on time due to limited budgets and limited skilled resources.

Human capital constraint

ICS has been able to meet the expected deliverables and key initiatives, but is faced with the lack of required resources to meet these deliverables. To meet the strategic objectives of the University and reduce the reliance of ICS on external consultants and service providers, the limited staff and costs constraints have to be addressed.

Key risks

Threat of cyber attacks

Cyber security continues to be a major risk to the University, and has become even more significant as UJ embarks on the Fourth Industrial Revolution journey. ICS has placed emphasis on the cyber-security risk

by embarking on an initiative to implement a cyber-security strategy that touches on policies, processes, technologies and resources.

Data centre (DC) rebuild

The APB and DFC data centres need to be rebuilt with energy efficient DC equipment and design. These data centres were never rebuilt to take advantage of newer technologies and have not been fire-rated.

WHAT THE FUTURE HOLDS

ICS has embarked on an initiative to develop a full Digital Transformation Strategy for the University of Johannesburg, in order to achieve UJ's strategic vision of alignment to the Fourth Industrial Revolution (4IR).

The main objective of the Digital Transformation Strategy is for ICS to position itself as a strategic enabler that will energise UJ's growth in alignment with the 2025 strategic objectives. To develop this Digital Transformation Strategy, ICS has partnered with a consulting company to develop a Digital Transformation Strategy and Execution Roadmap with the following key principles.

Outcome of the Digital Transformation Strategy Framework:


- Digital Transformation Strategy (ICT 4.0)
- ICT Governance Framework
- Organisational Structure and ICT Resource Plan
- ICT strategic goals for the next three years
- ICT Roadmap and Priority Matrix
- Proposed execution/implementation schedule

CONCLUSION

Technology is forever changing and its implementation and management requires a balancing act, where the University can continue to be operational while innovation soars to the highest desired levels. This brings other threats to the University.

Security breaches continued to be headlined in the news in 2018. The impact on the University brand value and the organisational reputation can be devastating following a breach. Malicious elements will continue their nefarious ways in 2019, and ICS should be prepared and respond accordingly to these threats.

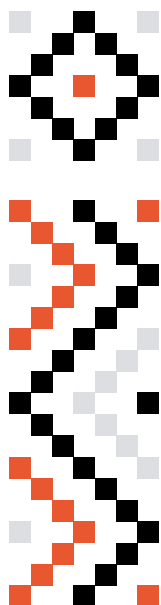
ICS should gear up to complete its transformation from a cost centre into a business enabler. Central to digital transformation, ICS can serve as a creator and key collaborator of new products, services, business models and ways of thinking within the University of Johannesburg.



Khathu Sibanda (Ms)

Chief Information Officer





Academic Planning, Quality Promotion and Academic Staff Development

OVERVIEW

The Division for Academic Planning, Quality Promotion and Academic Staff Development (DAPQPASD) plays a pivotal role in academic planning within the University and in supporting intellectual, professional and personal development of academics. The Division comprises two centres, the Centre for Academic Planning and Quality Promotion (CAPQP), and the Centre for Academic Staff Development (CASD). Activities of the Division and the Centres are integrated to achieve a strategically informed, targeted approach to meeting the goals of the University. A key priority is to provide academics with the skills needed to develop innovative ways of responding to a rapidly changing higher education environment. This is pivotal to ensuring curriculum and academic transformation within the University.

The Division is aligned with five of the University's strategic objectives:

- Excellence in research and innovation
- Excellence in teaching and learning
- International profile for global excellence and stature
- National and global reputation management
- Fitness for global excellence and stature

In addition to the core work of the two centres, the Division has commented on the following national policies and/or frameworks in 2018:

- Commentary on the National Qualifications Framework Amendment Bill, [B20-2018]; the University was invited on 5 September to Parliament to present comments based on its submission in respect of the National Qualifications Framework Amendment Bill.
- Commentary on the CHE Draft Standard for the Doctoral Degree.
- Commentary on the proposed draft CHE Framework for the Accreditation and Re-accreditation of Programmes.
- Commentary on the Draft Language Policy for Higher Education issued by DHET.
- Commentary on the CHE Higher Education Proposed Integrated Quality Assurance Approach.
- Advice to the Minister of Higher Education and Training on the revision of the Legal Practice Act 2014.

The following critical internal documents have been developed or amended, and are in process within the University governance system:

- Draft Academic Workload Policy
- Draft Joint Academic Policy
- Development of Flexible Curricula for 4IR



- Draft Teaching Buyout Policy
- Draft Quality Promotion Policy
- Draft Short Learning Programme Policy
- Draft Professional Development Framework
- Draft Language Policy and Implementation Plan
- Monitoring of Professional Body Accreditation

The Division hosted the first UJ Teaching and Learning Symposium on 26 September 2018, which showcased innovative teaching practices implemented by 13 academics across a variety of disciplines. Presentations included the sophisticated use of computer games, simulations, the use of creative thinking techniques, and love as a teaching philosophy. Many of those showcased had been awarded funds from the Teaching Innovation Fund. There were interesting discussions on the impact of the Fourth Industrial Revolution (4IR) on teaching, learning and curriculum, large class teaching and learning, blended learning, online learning, and a variety of other curriculum transformation and teaching and learning matters.

In 2018, UJ was once again the only university in Africa selected as one of the 17 finalists for the Global Teaching Excellence Award (GTEA). This global award recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence. The application was viewed as being of high quality, to the extent that feedback was solicited from the University on the process and criteria used to adjudicate.

CENTRE FOR ACADEMIC PLANNING AND QUALITY REVIEWS (CAPQP)

Programme development and quality assurance

A critical dimension of the work undertaken in CAPQP is to oversee programme and curriculum development and ensure compliance with regulatory structures external to the University. The Programme Working Group (PWG) undertakes this work prior to submission of new academic programmes for internal approval by Senate. In 2018, a total of seven programmes were reviewed and evaluated by the PWG, as well as 31 short learning programmes and four name changes. In total, 48 programmes were submitted to the CHE for accreditation. In 2018, Senex took a decision that all programme amendments must be submitted to the PWG prior to submission to Senex. CAPQP reviewed 36 internal programme amendments. A total of 27 programmes were accredited by the CHE, 26 programmes were approved by DHET, and 24 qualifications were registered by SAQA in 2018.

There are still concerns with the delays experienced with external approval processes, and UJ continues to engage with the regulatory bodies (CHE, DHET and SAQA), regarding long outstanding cases in accreditation and registration. CAPQP has held meetings with the CHE and SAQA in order to resolve these matters.

The Academic Programme Tracking System (APTS) is a central repository of all programme applications and approvals to and from the regulatory and professional bodies. The system is designed to enable the detailed tracking of a programme through its approval life cycle. Users will be able to view the status and progress of programme applications and accreditations, using HEDA. The system also permits for reporting on these steps to be extracted when required. Phase 1 of APTS is currently in development, and is nearing completion. Both the CAPQP and the Division for Institutional Planning, Evaluation and Monitoring (DIPeM) are working with HEDA to finalise the system for implementation across the University in 2019.

Decolonisation

The issue of decolonisation continued to play a pivotal role in curriculum transformation at the University in 2018. The seven faculties and the College of Business and Economics (CBE) reported across a number of key areas alignment to the core functions of the University. A total of 66% (cumulative target) of undergraduate degree programmes have incorporated decolonisation to varying degrees. The reports detailed modules within programmes into which decolonisation has been incorporated, demonstrating that in any given programme there will be a number of modules incorporating aspects of decolonisation. From the reports, it is evident that the faculties continued to demonstrate their commitment to enriching teaching and learning, adjusting pedagogy

and engaging with their communities in ways that speak directly to the decolonisation agenda. Across the faculties, research was a key area in which the decolonisation project continues to be expressed, with a number of faculties indicating that staff and postgraduate student research into decolonisation in their disciplines, in time, will feed into undergraduate teaching, ensuring that the curricula are underpinned by solid research.

In addition to faculty initiatives, the Division hosted a workshop on incorporating African languages in teaching on 17 April 2018 (*The impact of a single word* by Melusi Tshabalala). The CASD conducted 15 workshops on incorporating decolonisation into teaching and learning. Faculties reported approximately seven workshops with a specific focus on decolonisation, turning the lens on curriculum, pedagogic practice, and assessment and student engagement from multiple perspectives. The University's pilot quality review processes prominently incorporated decolonisation into workshops. A report on all these activities was submitted to the relevant governance structures.

Quality promotion

The strategic focus of the Centre for Academic Planning and Quality Promotion (CAPQP) is to facilitate internal programme reviews, finalise reports and work with units to develop improvement plans.

A total of seven programme reviews were completed, and nine new programme reviews commenced in 2018. CAPQP provided support for professional body site visits for a total of 29 programmes. The Centre additionally developed a UJ Register of Professional Board Accreditation. The following accreditations were received by UJ:

- Full accreditation from the CHE (National Review) of the LLB
- Full accreditation for 22 programmes from ECSA
- Accreditation from the Commission for the Accreditation of Programmes in Applied and Clinical Sociology for the BA Honours in Sociology
- Six programmes accredited by the Health Professions Council of South Africa (HPCSA)
- Two programmes accredited by the Allied Health Professions Council of South Africa (AHPCSA)
- One programme accredited by the South African Council for the Architectural Profession (SACAP)
- Two programmes accredited by the South African Council for Planners (SACPLAN)
- Two programmes accredited by the SAGC (South African Geomatics Council – formerly PLATO)
- Three BSc programmes received British Computer Society accreditation

The CAPQP conceptualised a new approach to programme review for the University, adopting a developmental approach, and building capacity in respect of programme review and programme development. The workshop-based, consultative and collegial approach conceptualised has been tested in nine programmes, as a key element of the consultative and pilot approach. Broader consultations on the proposed new review process continue across a number of forums and with a wide variety of University stakeholders. Approval of the new review process is planned for 2019.

CENTRE FOR ACADEMIC STAFF DEVELOPMENT

The role of the Centre for Academic Staff Development (CASD) is to address the University's strategic objective of excellence in teaching and learning by providing developmental opportunities for academic staff and tutors to enhance their practice as facilitators of learning. Developmental opportunities provided include workshops, seminars, individual consultations, teaching and module reviews as well as a formal qualification, the Postgraduate Diploma in Higher Education (PGDip (Higher Education)).

The Postgraduate Diploma in Higher Education is offered by CASD in collaboration with the Faculty of Education. This programme has been growing since its inception in 2016, and three students from the first cohort graduated in March 2018. The 2019 academic year will see the second cohort of graduates from the PGDip (Higher Education) with five academics from UJ graduating.

The promotion of the Scholarship of Teaching and Learning (SoTL) is a key focus area in the Centre and the Division and is supported through the Teaching Innovation Fund (TIF). In 2018, R500 000 was distributed to 11 innovative teaching and learning projects. The majority of the projects involved the use of technology to enhance the teaching and learning experience of students.

In total, 19 workshops were held in 2018 with 454 academics participating in the training interventions offered by the Centre, which included the Academic Preparation Programme for new staff and assistant lecturers; Curriculum Design and Planning your Module; Portfolio Development for Promotions; and Fostering Student Learning.

Tutoring at the University of Johannesburg continues to provide significant opportunities for engaged teaching and learning and access to the epistemological discourse of the academy. This has been achieved through ongoing collaboration with academic staff, senior tutors and tutors. Tutor training has continued to differentiate between levels of tutoring experience, with 730 new tutors, 228 experienced tutors, 54 super experienced tutors and 55 senior tutors being trained. Staff workshops have continued to focus on the importance of embedding tutorials into the curriculum. An online check-in session has formed part of the blended approach to training and supporting tutors and senior tutors. In 2019, a repository will be created using the artefacts produced during the 2018 online check-in session.

In 2018, a total of 1 081 teaching evaluations and 514 module evaluations were completed. A decision was taken by the MEC that all first-year modules must be evaluated. The increase in the number of evaluations undertaken necessitated a move towards a more efficient system, so that more evaluations could be conducted. An additional goal is the provision of meaningful data as part of the overall focus on evidence-led decision making. To this end, in the second semester of 2018, Blue by eXplorance, an online evaluation tool, was piloted in the College of Business and Economics (CBE). A total of 22 academic modules were evaluated, with 3 041 responses received from students. The Blue system will be rolled out across the University in 2019. An additional benefit is that Blue integrates with Blackboard, enabling strategies for increased responses, improved reporting, automated feedback and data analytics on feedback.

SPECIAL PROJECTS

Accelerating transformation and the Accelerated Academic Mentorship Programme (AAMP)

The purpose of the Accelerated Academic Mentoring Programme (AAMP) is to provide career development opportunities and inputs with the goal of giving stimulus to the transformation of the academic staff profile, in terms of race and gender, to develop the next cohort of academic leaders. The number of participants is at an acceptable level for management of the programme. There are constant requests for entry at Levels 1 and 2.

Since the launch of the AAMP in 2015, 111 participants have made significant progress in terms of promotions and completion of degrees. It must be noted that contrary to the purpose of AAMP, we have had a number of requests for participation from non-designated staff, both academic and support. In 2018, there were a total of 285 AAMP candidates over the three levels, of whom 65% are designated candidates and 58% are female.

A total of 85 applications received funding in 2018 across the three levels in the form of teaching relief, conference attendance (nationally and internationally), assistance in completion of publications, and pursuit of international collaborations, especially in terms of research. In total, 15 Level 1 participants completed and received their results for their PhDs. A further eight participants have completed and are awaiting examination results for doctorates. In total, 28 members from AAMP were promoted in 2018.

Four writing retreats, one teaching portfolio retreat and one mini teaching portfolio workshop were conducted. Additionally, eight workshops were conducted in collaboration with Prof Thad Metz. DAPQPASD held workshops with all three AAMP levels, where participants discussed their experience on the AAMP and possible future support mechanisms.

AAMP is succeeding in preparing and creating enabling conditions for the self-development of academics. Over and beyond AAMP initiatives, participants are specifically invited for sessions held by the Research Office, Postgraduate School, and the Centre for Academic Staff Development. Writing retreats have been held with success. In addition, specific sessions on the development of teaching portfolios have been held. Numerous sessions on preparing candidates for NRF rating have been held. Each application is closely screened by the coordinators of each level and is recommended by the HOD and the Dean. A further layer of scrutiny occurs within the Division to ensure the equitable distribution of resources and compliance with UJ policies, and to maximise the benefit in terms of academic gains for the individual.

New Generation Academic Programme (nGAP)

The New Generation Academic Programme (nGAP) is a DHET initiative that provides universities the opportunity to grow a new cohort of academics, with particular focus on transformation in terms of race and gender. In 2018, DHET awarded UJ with five new nGAP posts for Chemical Engineering Technology, Environmental Health, Physiology (Zoology), Plant Physiology, and Powder Metallurgy. Four out of the five posts have been filled, with the fifth post currently in the final stages of being filled. In December 2018, the University submitted seven applications for nGAP Phase 5 for the following fields: Biochemistry, Biotechnology and Food Technology, Chemical Engineering Technology, Metallurgy (Bio-beneficiation of Minerals and Waste), Metallurgy (Powder Metallurgy and Powder Additive Manufacturing), Physiology, and Public Law. It is anticipated that we will receive feedback by March 2019. Currently, the University has a total number of 18 nGAP scholars, with a further post from Phase 4 in the final stages of appointment. In addition to the training opportunities at the University, nGAP scholars attended two special workshops organised by the Division aimed at promoting their academic careers and highlighting all the opportunities and support provided by the University.

UJ received an unqualified audit for the 2017/2018 nGAP audit report. On 10 October 2018, DHET visited UJ, where they engaged with HODs and mentors. DHET complimented the University on the management and administration of the programme as well as the progress of the nGAP scholars.

Assistant lecturers

The post of assistant lecturer (AL) is an initiative to accelerate the transformation of the academic cohort in terms of race and gender, in order to develop the next generation of academics; to address the critical need to improve on staff to student ratios; and importantly, to provide a level of financial support and stability to students registered for master's and doctoral studies. In addition, the goal of the assistant lecturer programme is to gradually migrate the assistant lecturers into permanent posts as these become available as a result of retirements and resignations. A total of 80 assistant lecturers were appointed in 2018. Our budget makes provision for 75 in an academic year. Fluctuations in headcount numbers are due to expiry of three-year contracts, resignations or absorption into faculties. Once a post becomes vacant, faculties request a replacement. Our target is to ensure that, at any given time, there are 75 posts that are filled.

The assistant lecturer programme commenced at UJ in January 2014. Since the inception of the programme, 28 assistant lecturers have been appointed into full-time positions at UJ, with nine of these assuming duty in 2019. In 2018, a total of 80 assistant lecturers were appointed. As of 1 December 2018, 57 assistant lecturers were still employed by the University, as towards the end of the year, some contracts expired. Applications were processed to fill 18 vacant positions (based on an approved total of 75 posts available).

The vacancies were the result of movement in the 80 ALs appointed in 2018: four were absorbed as permanent staff members (one was employed as an nGAP lecturer); six ALs resigned; and a further nine AL contracts came to an end in December 2018.

Assistant lecturers attend all academic training workshops. In addition, a special workshop for assistant lecturers was held with a view to assessing if there were specific needs and areas for intervention.

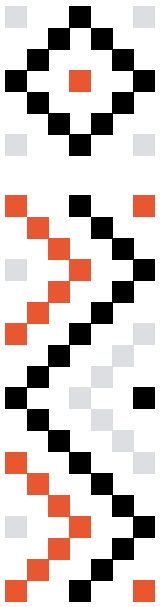
CONCLUSION AND WAY FORWARD

It is expected that in 2019, further refinements will be made to the work undertaken in the Division. Work undertaken in 2018 saw enhancements and deepened collaborative work across the University, as well as the increased usage of high-end technology to improve efficiency.



Kirti Menon (Dr)

Senior Director: Academic Planning, Quality Promotion and Professional Academic Staff Development



Operations

The Operations Division is a non-academic support division that offers services to faculties, academic support departments, students and staff. It is tasked with maintaining all academic and support facilities in order for them to be readily available, accessible, functional and safe. Activities include the maintenance and cleaning of buildings, infrastructure, installations, sports fields, and gardens and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, student life and the development of fitness for global excellence and stature through the fulfilment of the following five strategic objectives of the University:

- Excellence in research and innovation
- International profile for global excellence and stature
- Enriching student-friendly learning and living experience
- National and global reputation management
- Fitness for global excellence and stature

The Operations Division is divided into a number of support differentiated units:

- Central Technical Services (CTS)
- Campus Management
- Protection Services
- Property Management
- Occupational Health and Safety
- Logistics and Auxiliary Services

All units have the joint aim of promoting UJ as a preferred academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible – and within the means of the staff and resources available to this Division. The overarching goal of this expansive support is to enable the overall drive for excellence at UJ.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2018

Lack of human resource capacity in CTS

A lack of appropriately skilled human resource capacity still affected the quality of services as well as the ability to deliver the full scope of services required of Operations during 2018. Critical posts were still not filled by



permanent staff in 2018, but an in-depth restructuring process was completed, and it is hoped that if the restructured Operations is allowed to fill the resulting posts that this will bear fruit in 2019. Heartening was the fact that the past unfilled post of DVC: Operations (which has been re-designated Chief Operations Officer) was filled in April 2018, and that the Executive Director: Operations post was also filled in September 2018.

The Library upgrade project

Outstanding compliance items during 2017 were the additional emergency exit stairs and people with disabilities (PwD) lift to the DFC Library Coffee Shop. The project is still ongoing because of a shortage of funds.

Contracts

Corporate Governance had identified risks with regard to the signing of a number of contracts, including the Lift Maintenance Contract agreements, during 2016. During 2018, Operations implemented a number of processes to ensure that this would no longer be the case. The new project management system, entitled PPO, was implemented specifically and has been customised to address this issue.

Renewal of maintenance contracts was a new risk identified in 2017. Operations now attempts to address contract renewal revision on a monthly basis, to prevent requests for extension of expired contracts while details are being managed for the new contract to be put in place. Engagements were held with the many UJ service providers and with Procurement to identify and mitigate potential risks to service delivery.

The diesel electric generator maintenance contract had expired in 2015, and a tender process had been initiated in 2017, but the contract had not been awarded. It was successfully awarded for three years during 2018.

Chillers and air conditioner equipment for data centres had not had any maintenance contract since June 2017, and because of this, UJ was exposed to significant risks of data centre overheating. The tender process was again initiated in 2018 and will be awarded early in 2019.

Audits

During 2018, Operations continued to work to resolve audit findings resulting from the 2018 Audit Review. This resulted in capital projects planning and execution with reference to governance, project prioritisation and business case achieving a resolution of all but five of the audited findings, some of which have been partially addressed. This remains an ongoing area of work: a number of the audit items still remain to be addressed as a result of the reduced staff complement, which was exacerbated by the moratorium on filling vacant posts in 2018.

Table 62: 2017/2018 resolution of audit findings for capital projects planning and execution with reference to governance, project prioritisation and business case

Previous Rating	Number of findings			
	Total previous findings	Findings resolved	Findings partially resolved	Findings not resolved
Major	4	2	2	0
Significant	12	7	3	2
Minor	0	0	0	0
TOTAL	16	9	5	2
Percentage	100%	56,25%	31,25%	12,5%

Backlog maintenance

The significant backlog maintenance project is ongoing. Special emphasis was placed on this, especially at the residences, to eliminate some of the recurring backlog issues. This was made possible through additional DHET and UJ funding. But funding remains a lesser problem than that of vacant posts and the difficulty of sourcing

staff with the appropriate experience and determination. During 2018, more than R20 million was spent on the renovation of 17 residences, which have been a particular area of concern. Additional to this was R10 million spent on other backlog maintenance projects, including renovations in libraries and lecture venues.

Electricity consumption

An energy competition, discussed with the residences in 2017, was implemented in 2018. This involved rewarding appropriate energy efficient behaviour by students. An in-depth analysis during 2018 highlighted that energy use per capita varied significantly across the many residences of UJ and was increasing rather than dropping. This is a matter receiving ongoing attention.

The rezoning of newly acquired properties

Rezoning from residential, business and other to educational is proceeding slowly – very slowly. During 2018, the draft of the new UJ Masterplan for the space between APK and APB Campus areas was received and is being studied to determine the cost effectiveness of the growing components of the UJ property portfolio. A superficial review has confirmed that the long-term impact of individual small unit ownership is a significant cost to UJ and must be seriously re-considered.

Town planning applications on SWC

Consent use and township establishment for the various properties that form the SWC Campus is proceeding slowly. The applications for building approval for the third Soweto residence were received in 2018. During 2019, the additional applications for all the components of the proposed fourth Soweto residence will also have to be applied for.

Student Centres

Management of outstanding debt, health audits and corporate governance controls of external tenants of the Student Centres is an ongoing support and control issue.

Fire and hazardous chemicals

- The diesel room was not approved by fire safety inspectors at DFC. All work has been completed as requested by the fire engineer, and new drawings for the breather pipe are awaited so that a certificate of compliance (COC) can be obtained.
- Storage of hazardous chemicals is not up to standard at the laboratories in the John Orr Building on DFC. Final specifications for free standing cabinets and a memorandum for the appointment of a sole provider have been forwarded to the project manager.
- C Laboratory Chemical Stores are not compliant. A tender process has been registered for the installation of additional chemical storage cabinets. Feedback is awaited from the tender committee.
- Fire water tanks are not in operation due to old fire water lines.
- Escape doors at Kilimanjaro, Ndlovukazi and Horizon residences are presently not compliant. A tender process has been started. However, a concern is the growing number of escape doors being vandalised by students in residences, such as Habitat.
- Fire alarms are to be installed at 29 residences across all campuses. The proposed five- year plan has been completed with an estimated cost for the 29 residences of R18 million.

Transport

Risks around the new intercampus bus service provider were highlighted as significant, and given the increased student activism around service provision, the new provider was sensitised to issues of reliable and timeous service provision on the intercampus bus routes.

The decision to return the Innovent fleet vehicles, which were previously used as a rental fleet within UJ, will lead to significant problems in 2019 with user requests for individual transport, and this will require some management.

STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2018

Due to only slightly improved staff capacity during 2018, the portfolio approach agreed to in 2016 has still not been implemented. However, during 2018, there has been a clearer delimitation of project management resources and their alignment along priority lines. As a result, 2018 saw a dramatic increase in project spend and completion. Certain key initiatives remain, and 2019 will focus effort on expanding the improved performance on the high priority projects to the lower value projects. The increasing number of projects – especially around venues and office space requests, as well as increased requests for environmental management and emergency power – may overwhelm the Operations project staff.

Infrastructure Portfolio

Space management activities align support by providing information about space use, and space planning. The DHET Gazetted Norms and Standards with regard to the provision of student accommodation also align with Strategic Objective One and relate to the various refurbishment projects undertaken during 2017 and 2018 (and ongoing into 2019), to address the standard of student accommodation. The application of the DHET Norms and Standards is also informing the development of new residences and office space – to the dismay of some clients who are pushing for above standard spaces.

Campus Master Planning Portfolio

The establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which Strategic Objective Three can be implemented. In this way, planning and development of infrastructure and related capital projects that support global excellence and stature can be better supported, and the profile of the University systematically improved in a consistent manner. Property Management assisted with a process to review the APK/APB corridor link as per the original 2013 Master Plan. Changes in the feasibility of the link, changes in the cost of properties along the link, increased costs of security and service provision to units already purchased and competition from private sector student accommodation developers have resulted in the requirement to strategically review this aspect of the Master Plan – an important part of the 2019 programme.

Student Residence Portfolio

After a significant number of residence upgrade projects had been completed in 2016, Phase 2 of the project was completed in 2017, and Phase 3 was completed in 2018, resulting in the entry into the final stage of the present DHET funding for student residence accommodation refurbishment. During the year, the development work for the third residence on the Soweto Campus was finalised and actual construction started – at year end, the project had already passed the 50% construction completion mark. On the DFC Campus, the Habitat residence refurbishment project was completed, and the Kopano residence refurbishment project was at an early stage of construction.

Teaching Support Portfolio

This portfolio has delivered a number of completed projects. It included projects that support the improvement of laboratory facilities, the completion of the DFC Civil Engineering Building upgrade, and completion of the QK Building BEng Tech refurbishment to create additional lecture venues, and the APK and APB Library heating, ventilation and air-conditioning (HVAC) projects. The portfolio also includes wayfinding projects, the improvement of accommodation, participation in community projects and other initiatives that either create or improve the overall experience of staff, students and visitors at UJ – all of which had significant projects completed in 2018.

Sustainability Portfolio

The first 300 kWe photovoltaic solar project was initiated and will be ready to commence installation early in 2019. This will be the first in a series of about 13 such projects to reduce UJ peak load energy costs across all four

campuses. By the completion of the project, more than 20% of UJ's total electrical energy consumption will be generated on the campuses themselves. A start has also been made on developing the use of gas and other fuels to reduce direct electricity dependence. In terms of total carbon footprint, UJ reduced this by about 3,16% against 2017 values, and a number of projects related to paper, water and energy savings are being investigated. The possibility of reducing lighting via motion and thermal detection in lecture venues and other occasionally used spaces is also an area of active investigation.

Occupational Health and Safety Support Portfolio

Risks specifically addressed in 2018 include: expired gas sensors replaced at various departments; received a certificate of compliance (COC) for the diesel tanks at APK; a COC was received for the gas reticulation on the UJ Island; gas storage facility at SWC was approved; a COC was received for gas lines in the Jewellery Department and FADA Building APB Campus; a GMR 2 official was appointed; fire panel was replaced and the new installation at Zoology was reprogrammed; new cables and push buttons were installed at Protection Services on SWC.

In 2018, 867 staff were trained on health and safety matters, including emergency procedures, against a target of 500 staff members. A total of 35 health and safety representatives and 71 fire marshals were appointed; and 127 first aiders were trained and appointed. In 2018, six fire related incidents were reported, and 34 injuries were reported to the Compensation Commissioner.

For the reporting year, 52 evacuation drills were conducted, and 11 evacuation alarms, two new fire alarms and one new gas monitoring system were installed. Emergency planning and evacuation procedures training will be conducted in 2019, with the emphasis on offices and lecture venues.

An increased number of off-campus student accommodations were evaluated/re-evaluated for Student Affairs during 2018. Sixteen health and safety representative meetings were conducted, while 51 safety inspections were conducted by the safety practitioners at university properties and privately owned student residences. A total of 8 397 students were inducted into emergency procedures, including emergency drills (at residences), while 200 contractors were inducted into safety related matters.

Total waste generated in 2018 was 2 312T; the total waste recycled was 521.5T (22,54%); and total hazardous waste recycled in 2018 was 12.4T – all three were ahead of values achieved in 2017.

Logistics Support Portfolio

Logistics in 2018 supported students, academics, support staff and visitors in line with the student/UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various available resources, such as the car pool and the PwD vehicles.

During 2018, Logistics completed the tender for the award of the intercampus bus service (through Purco), resulting in a change in service provider in 2019. The award of the ad hoc bus service to a second supplier also reduced supplier risk by splitting UJ's reliance on a single bus supplier. About 11 000 students make use daily of the 15 buses circulating between the four campuses and some of the off-campus student residences.

During 2018, Logistics was informed that the Innovent fleet vehicles would be returned, and this led to the initiation of consideration around the costs of vehicle usage – and in 2019 this will lead to a new proposed policy around vehicle use and recoupment of actual costs from users.

NOTABLE ACHIEVEMENTS

- **43 projects with a value of greater than R148 million were completed during 2018.**
- **Strategic projects completed on time during 2018**
 - APK residence refurbishment Phase 2
 - QK FEBE upgrade project (more than R10 million savings)
 - Habitat residence upgrade project (due to the 1% increase in VAT this project had slight overspending)
 - Multi-campus lift upgrades

- Strategic projects completed with a budget saving during 2018
 - QK FEBE upgrade project (more than R10 million savings)
 - APK residence refurbishment Phase 2 (more than R800k savings)
 - AVU facility JOB (more than R1.2 million savings)
 - DFC Civil Engineering Building renovations Phase 2
 - FS TEM installation JOB (more than R900k savings)
 - Magasyn Chemical Storage facility (more than R100k savings)

No strategic projects experienced overspend during 2018.

- **Significant projects in process for completion in 2019**
 - APK Library HVAC replacement
 - DHET MIF (Macro Infrastructure Funding) residence refurbishments APK Phase 3
 - SWC third residence – Mid-2019 delivery
 - Kopano residence upgrade projects – Mid-2019 delivery
 - DHET and priority projects – The following are all ongoing: Residence maintenance, the lecture venue upgrade project; waterproofing of UJ buildings; backlog maintenance of all assets.
 - Further review of Campus Master Plan and resulting initiatives.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

The Operations Division has a number of engagements with external stakeholders, including:

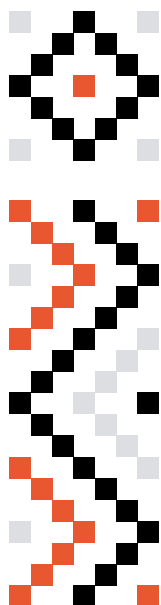
- Johannesburg Roads Agency and the Johannesburg Development Agency, during attempts at addressing pedestrian improvements at the Kingsway Intersection and Cycle Lanes.
- City Power, to resolve billing discrepancies and to ensure compliance during construction projects.
- Johannesburg Water, with regard to connections and terminations.
- The Gauteng Department of Infrastructure Development.
- The Department of Higher Education and Training.
- Higher Education Facilities Management Association.

In conclusion, 2018 was a year of some successes, with a key focus on restructuring the related domains to achieve service efficacy and cost enhancement.



André Nel (Prof)
Executive Director: Operations





Protection Services

PURPOSE

The purpose of this 2018 Annual Report is to provide DHET with an executive summary of the performance of the Protection Services Department during the 2018 academic year as at 31 December 2018. This report outlines the achievements and the challenges experienced during the year under review.

CHALLENGES AND SOLUTIONS

Protection Services (PS) experienced a number of challenges during the year under review. Major concerns are summarised below.

Harmonisation and optimisation of Protection Services workforce

On 1 January 2018, the Protection Services collective agreement, which was signed with the Labour Union on 15 December 2017, was implemented.

All PS staff, including legacy and insourced staff, commenced work on a four-shift system. This meant that the number of staff staffing a post increased from an average of three people to four people per post. In order to compensate, the number of posts that existed prior to insourcing was reduced.

Prior to harmonisation, legacy PS staff worked an average of 182.5 hours per month and insourced staff worked an average of 256 hours. The working hours for all staff were standardised to 45 hours per week and a guaranteed 195 hours per month on a seven-day on and seven-day off shift rotation. This process resulted in a significant decrease in overtime within the Department. Initially, the Department faced great resistance from staff who had not hitherto complied with the guaranteed 195-hour rule; however, compliance in this regard has picked up.

Before this process was initiated, there were discrepancies in the organisational structure of the Department. The harmonisation process has also created parity in terms of posts as well as service levels across campuses, in that all campuses now have a fully resourced middle-management layer as well as reaction teams per campus. To this end, the Department finalised the recruitment of 45 positions during 2018.

Staff will have a clear development and career ladder. To this end, 377 staff members were trained during 2018. The training courses included firefighting and evacuation, armed reaction and special events, event management, hazard identification and risk assessment, first aid training and a high performance advanced driving course.

Of major concern to PS is that there were 19 P17 positions vacant due to dismissals and attrition at the end of 2018. To this end, the Department is working closely with HR and ER to address the high rate of attrition among insourced employees.

Off-campus crimes

The biggest challenge that the Department faced was protecting staff and students outside of the campus perimeters. To augment the surveillance cameras deployed on the safe routes around each of the campuses, the Department also deployed three armed response vehicles to patrol these routes. This initiative resulted in the prevention of 127 incidents off campus and has resulted in a significant decrease in criminal activities around the campuses.

In order to augment this initiative further, the MEC also provided approval for the Department to roll out the Namola mobile application, which puts people in distress in touch with the closest emergency response team, no matter where they are in the country.

Theft of motor vehicles

The theft of motor vehicles was a serious challenge during the first semester of 2018, and eight vehicles were lost. The syndicate targeted mainly Toyota Fortuners and Ford Rangers, and the Kingsway first-year parking was the hotspot for these thefts. This matter was escalated to the SAPS commanders responsible for UJ campuses, who confirmed that this was a provincial problem.

In order to address the theft of vehicles, PS relocated first-year students to the underutilised residence parking areas on campus and implemented a system whereby parking tokens were issued to visitors. Since these measures were put in place, no further vehicle theft incidents had been reported from this hotspot, and this has improved the management of the visitor parking.

Laptop theft

During the first semester, a syndicate targeted and stole laptops predominantly at A Ring and B Ring, with isolated incidents at C Ring on the Auckland Park Kingsway Campus. In total, the syndicate stole 19 laptops. After an intensive investigation and a sting operation, Protection Services managed to arrest a suspect (a former student), in conjunction with the break-ins, and the case is currently before the courts.

During the last semester, residences at Soweto and Kingsway Campuses were targeted. In November, ten laptops were stolen from Sophiatown residence on APK. These thefts highlighted shortcomings in terms of security systems at residences, and a project has been initiated to upgrade security at residences over the next three years.

Fraudulent activity and/or forgery on campus

The Department was alerted to a trend among prospective international applicants, who submitted fraudulent documents to unduly gain acceptance to the University during the third quarter. This posed a reputational risk to the institution.

To this end, Protection Services put a process in place with the local Embassy of the Democratic Republic of Congo, to assist in the verification of all suspicious documents received from applicants hailing from the DRC.

Student and staff negligence and risky student behaviour

This is primarily due to students who bring squatters into residences, a general lack of concern about personal belongings, and substance abuse, which profoundly affect the crime prevention measures being implemented by PS.

In order to combat risky student behaviour, PS continues to conduct awareness campaigns (in conjunction with Campus Health, Student Affairs and PsyCaD) to heighten security consciousness and address social issues.

PS also works closely with the local SAPS, residence associations and Community Police Forums (CPFs) in order to increase visible security and policing as well as the pooling of private resources. To this end, PS hosted 17 crime awareness campaigns, participated in the First Year Orientation programme and hosted UJ's first student safety summit.

ACHIEVEMENTS

- Established a central control room in which full-time operators monitor all campuses and the safe routes.
- Conducted unannounced inspections for prohibited substances on all campuses.
- Arranged with Private Security Industry Regulatory Authority (PSIRA) to process the certificate renewals of the security officers on UJ premises. This process is ongoing.
- Upgraded the investigation system, which enabled the implementation of informed preventative measures.
- Conducted event risk management and successfully secured 351 events during 2018, of which 22 were events presented at the Joint Operations Committee of the City of Johannesburg in order to comply with the City's bylaws. These include Varsity Cup, International Festival, UJ Staff Day as well as events attended by high profile dignitaries, such as ministers and ambassadors.
- Protection Services also played a critical role in securing the student registration, examinations, graduations ceremonies, and the SRC elections in 2018. PS also provided input into the development of the new process of managing latecomers for graduations as well as the provisioning of ticket scanners.

FOCUS AREAS 2019

Protection Services will continue in the engagement of its initiatives in fulfilment of its mission as follows:

- Rolling out systems in line with the GES 4.0 Strategy.
- Continuously training and empowering staff members, with a customer relations focus.
- Enhancing relationships with external stakeholders, such as the SAPS, JMPD, CoJ and commercial entities around campuses.
- Tailoring local and international accreditations and standards to the UJ context.



André Arendse (Mr)

Senior Director: Protection Services



Campuses

OVERVIEW

The Campuses Division is responsible for providing faculties and other support divisions within the institution with clean facilities needed for their academic, research and other related functions, to ensure that they perform their work well and flourish. The Division also ensures that the institution is safe and secure and complies with all safety regulations, in conjunction with the Occupational Safety Division. This report presents an overview of performance trends in key measures and the extent to which the 2018 targets have been achieved.

Through the execution of its functions, the Campuses Division also aligns with the following strategic objectives of the institution:

- 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

The past year saw remarkable planning and execution in the following six key areas, which helped the Division to improve its delivery:

- Introduction of the Cleaning Optimisation Project, which also included training of all the UJ cleaning staff. The project also looked at the type of equipment required for cleaning certain areas. This helped to normalise and improve cleaning in certain areas and campuses.
- A number of the maintenance staff completed training to be artisans. A skills audit will determine the way forward in handling those who completed their training.
- The sports fields continued to be in top condition for the sporting activities.
- The institution had more than 30 high profile events (most of these were unplanned events). No incidents were reported at any of these events.
- Two staff members made presentations at the 2018 Higher Education Facilities Management Association (HEFMA) International Conference in Namibia on 'Backlog maintenance' and on 'Challenges and solutions of insourcing: cleaning'.
- The assessment of all student residences and lecture venues was done, to enable further enhancement of the current excellent student experience.
- The Division fell short of the targeted 4 out of 5 in the Service Level Performance Rating, as it achieved a rating of 3.17 out of 5 (refer to Figure 13 and Table 63).
- The UJ Island continued to attract schools and churches for events and team building. There were 52 bookings in 2018 as opposed to 35 in 2018.
- Stakeholder engagement processes, which enabled the Division to consult with the various faculties and divisions to update them on current and planned work, took place on various campuses.



- A path was installed for blind staff and students from Faranani to the Finance Section and Student Centre on APK.
- Parking for expectant mothers has been created on all UJ campuses.

STRATEGIC OVERVIEW

Divisional objectives

Some of the issues mentioned above have assisted in driving the Division's strategic objectives in support of the institutional objectives. Some of the contributions of the Division against the institution's strategic objectives are discussed below.

- **Strategic Objective One: Excellence in research and innovation**
 - Infrastructure Portfolio: The maintenance of and renovations to student residences assisted in addressing the standard of student accommodation appropriately.
- **Strategic Objective Two: Excellence in teaching and learning**
 - Teaching and learning: The Division upgraded some of the facilities for teaching and learning. Assessments of these venues and laboratories were also done.
- **Strategic Objective Three: International profile for global excellence and stature**
 - Campus Master Planning Portfolio: The establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which Strategic Objective Three can be realised. The planning and development of infrastructure and related capital projects that support global excellence and stature will be enhanced, and the profile of the University will be systematically improved in a consistent manner.
- **Strategic Objective Four: Enriching student-friendly learning and living experience**
 - Student residences: Student residences were attended to, even though there were challenges with water in some residences. All work needed for residence refurbishment was identified per residence, which allowed UJ to work towards addressing the norms and standards as required by the promulgated DHET Policy on Student Housing by CTS.
 - Library upgrade: Student excitement around the Library improvements was huge. The upgrade project has significantly improved the study and learning spaces in the libraries on APK, APB and DFC in support of Strategic Objective Four.
- **Strategic Objective Five: National and global reputation management**
 - Although operational projects do not directly support Strategic Objective Five, the establishment and activation of the Campus Master Plan Steering Committee will assist with all portfolios and initiatives by providing a platform through which to support national and global reputation management.
- **Strategic Objective Six: Fitness for global excellence and stature**
 - CTS and the maintenance divisions identified the following initiatives: improvement of the campus libraries; wayfinding projects; improvement of accommodation; participation in community projects; and initiatives that either create or improve the overall experience of staff, students and visitors at UJ.

GOVERNANCE FRAMEWORK

The Campuses Division reports to the COO and to the following UJ Council Committees:

- Planning and Resources Committee of Council
- Risk Management Committee of the MEC
- People with Disabilities Committee of the MEC

RISK MANAGEMENT

The OPS Risk Register is consistently managed by bringing forward and updating identified or new risks at monthly OPS Management Team and Risk Management meetings, throughout the year. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be

prioritised. A number of mitigating measures have been put in place to address areas that require more focus, and appropriate accountability has been assigned.

Risks/challenges and mitigation interventions/initiatives

- Lack of parking on DFC Campus: Plans are needed to address this challenge. Currently, it is first come first served to find parking.
- The number of employees who are absconding and falling ill. Most of these are subsequently dismissed for long absenteeism. Programmes are being organised by HR and ER to normalise the situation. Part of Staza's programme was to present training sessions for the cleaning staff.
- Water problems at the residences during water outages. A project is investigating increasing boreholes on various campuses.
- Littering across campuses. Cleaning campaigns are arranged on an annual basis to create awareness among staff and students.
- High profile unscheduled events in the institution. The institution must be strict in accepting such requests.
- Renewal of maintenance contracts for 2019 – New risks were identified in 2018 relating to maintenance contracts that had expired or were set to expire at the end of 2018. Engagements were held with service providers and Procurement to identify and mitigate potential risks to service delivery. The resolution was to renew contracts on a monthly basis, while the tendering process for new tenders and contracts or contract renewals was being finalised for 2018.

Way forward

Effective financial governance, internal controls and risk management are essential elements for the sustainability and growth of the institution. The number of risks with a rating of over 16 (residual risks) is targeted to decrease to 10 in 2019, with further annual reductions to four by 2020. Greater awareness and knowledge will reduce and ultimately eliminate the number of projects that fail due to risk issues not being identified during the decision-making process.

The most important task within the campuses domain in 2018 was regularly ensuring that all campuses were clean and in a good state. It was also important to ensure that lecture venues and labs were conducive to effective academic activities.

The year 2019 will not differ greatly from 2018 in terms of clients' expectations. The Division will put in place measures and activities to ensure that staff are on the ground to monitor and deal with issues before clients call the Division.

PERFORMANCE ANALYSIS

The performance analysis was organised in terms of the key institutional strategic objectives for which the Operations Division has responsibility; and through reviews of performance against the key performance measures, as they are included in the Annual Performance Plan (APP).



Figure 13: Maintenance overall activity and SLPS for 2018

Table 63: 2018 on-demand work requests

YTD Total Requests	33 907
YTD Closed	30 739
YTD Open	3 168
YTD Unrated	501
YTD Poor	8
YTD Acceptable	6 734
YTD Excellent	21 400
Year Performance Score	3.17

CONCLUSION AND WAY FORWARD

Significant improvements are required as regards maintenance and cleaning. Looking forward, the Division has identified a number of priority focus areas for 2019 to improve and normalise the situation. For instance:

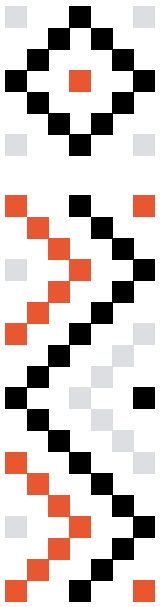
- A Client Liaison Office will contact staff and divisions regarding the challenges they need resolved.
- Weekly inspections of residences and lecture venues will be conducted, resulting in issue registers being compiled to create resolution processes.

Improvements in these challenging core areas will have widespread impact, in that they will address inter-dependencies in other areas or functions beyond the Division.



Joe Manyaka (Dr)
Senior Director: Campuses





Financial Sustainability

OVERVIEW, POLICY & GOVERNANCE FRAMEWORK

The Chief Financial Officer is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance framework
- Financial risks and risk management
- Focus for 2018
- Financial performance

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management
- UJ financial strategy and five-year plan, approved by Council
- Financial policies and procedures
- Fundraising Policy
- Policy on Student Fee Structure
- Financial and contract delegation of authority
- National Student Financial Aid Scheme Rules and Regulations
- Risk Management Policy
- Procurement policies and procedures

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council (Exco)
- Audit and Risk Committee of Council (ARCC)
- Financial Sustainability Committee of Council (FSCC)
- Investment and Commercialisation Committee of Council (ICCC)

In addition to the Council committees, the Management Executive Committee (MEC) oversees executive management related to the management of finance. The MEC Risk Management Committee (MECRMC) is chaired by the Chief Financial Officer (refer to Statement on Risk Management, Section Four in this Annual Report). In addition to this, the MEC Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The MEC Commercialisation Committee, established during the year under review, assists MEC and Council in executing governance in the innovation and commercial structures in accordance with the vision, mission, and

core values of the University, the approved strategic objectives and the principles of corporate governance, within the legal and management framework of the University.

The following divisions reported to the Chief Financial Officer during the year under review:

- Financial Governance and Revenue
- Finance Expenditure
- Institutional Fundraising

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management and operations of this portfolio were reflected on the Institutional Risk Register:

- Financial Sustainability of the University, influenced by:
 - Inadequate funding for the 'missing middle' students resulting in an increasing trend of non-payment of fees by this group of students.
 - Continued uncertainty around university fee increases in the future.
 - Increases in staffing costs resulting from the scarcity and high demand for qualified academic and professional staff, as well as the insourcing of the previously outsourced services and staff.
 - Ageing infrastructure.
 - Inadequate on-campus student housing.
 - Impact of the decline in the South African economy.

Stringent cost control measures and continuous exploration of alternative sources of income and student funding are in place to mitigate the financial sustainability risk.

- Inefficiencies in NSFAS administration processes that result in delayed communication of funding decisions and disbursement of allowances to students. These expose the University to the risk of student protest. We continue to engage with NSFAS and the student body to mitigate this risk.
- Regression in the University B-BBEE Scorecard. This has the potential to negatively impact the University's transformation goals, and our ability to generate revenue. Our procurement processes have since been realigned to ensure improvement in the Scorecard.
- Failures in governance in the commercialisation domain resulting from non-compliance with the University statute and policies. These failures presented an opportunity for the University to review and revise its governance processes around commercialisation to ensure full transparency and accountability.

Financial sustainability of the University

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The risks listed in the paragraph above affect the financial sustainability of the University over the long term.

These risks are actively managed through the MEC, FSCC, ARCC and the ICC. Strategies adopted to manage these risks include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended as necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- A sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

Financial sustainability risks associated with student funding

A critical dependency for the University's financial sustainability is an appropriate annual tuition and residence fee increase and an adequate state subsidy, which will allow the University to provide quality teaching and learning, research and community service.

- While universities were allowed to increase tuition fees by up to 5,3% and residence fees by up to 7,3% in 2019 (2018: 8% for both tuition and residence), the University and the sector remain uncertain about increases in the future. The recommendations of a ministerial task team, which will provide guidance on this, are expected during the course of 2019.
- It is important to note that the Council of UJ also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. An adequate level of reserves, on which investment income is earned, is required to fund the expenditure of infrastructure maintenance.

The uncertainties above pose a risk of the University not being financially sustainable at both the operating and the reserve level.

Increase in irrecoverable student debt

The University is acutely aware of the economic status of our students and their parents. The uncertainty on the fee landscape has negatively impacted our ability to collect outstanding student debt.

It is a priority of the Finance Division, however, to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; one of these is to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource.

We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students.

Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, both for our staff and for our collection agencies.

However, the announcement by the Minister that universities should refrain from withholding academic records of students with outstanding fees limits our ability to collect fees from those students who can afford to pay. We will continue to manage this risk actively.

Inadequate student funding

The University has a strategic intent of providing access to students from working-class parents. This strategy results in the admission of a less affluent cohort of students, which places incredible pressure on the financial resources of the University. This also has a material influence on the unrecoverable debt of the University.

The upward revision of the family income threshold by NSFAS has resulted in an increase in the number of our students funded by NSFAS and consequently alleviation of the cash flow pressures often created by the low collection on student debt.

However, despite this increase, we still have a significant number of students who struggle to settle their fees. In response to this, and as in the past years, the University designated R20 million of its operating budget for the SRC Trust Fund, which paid registration fees for 3 718 students who would not have been able otherwise to study in 2018. This amount was further complemented with funds raised through the 'missing middle' campaign. Despite the notable decline in the number of external sponsors, this campaign still raised R197 million in 2018.

The University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

These subventions by the University are, however, not a sustainable solution and will have to be limited to an affordable amount in the near future.

Increases in staffing costs

The scarcity of and high demand for qualified academic and professional staff pose a significant risk for the financial sustainability of universities nationwide. In addition, over the previous two years, the University has insourced approximately a thousand members of staff, who had previously performed outsourced services. The additional costs associated with the insourcing also pose a risk to the financial sustainability of the University.

To stay competitive, it is important for the University to invest in appropriate strategies to retain its staff, and balancing this with affordability is critical to our long-term financial sustainability.

Increased utility costs

The increasing cost of energy, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption, and all new developments and any refurbishments are designed to be energy efficient. We have also conducted research and launched a process to develop additional ways of reducing our electricity consumption. This is a strategic issue, and we are continually improving our processes to manage this risk.

An additional item, which increases our risk in this area, is the poor accounting, misallocation of payments made, incomplete and faulty customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The Executive of the University has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

General financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. The University's overall Risk Management Programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University.

The Finance Division, under policies approved by ARCC that provide written principles for overall risk management, carries out financial risk management. ARCC oversees the manner in which management monitors compliance with the risk management policies and procedures, and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. ARCC is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to ARCC.

Credit risk

Credit risk is the risk of financial loss to the University, if a client, student or counterparty to a financial transaction fails to meet the University's receivables from students and clients. Due to the wide spread of our students and clients, the University has no significant concentration of credit risk owing to its contractual obligations.

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the use of debt collection attorneys and agencies. As already indicated above, this risk is ever increasing as students expect free tertiary education.

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are to clients with an appropriate credit history. It does not insure its students or other receivables.

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient

liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash-flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments. The guaranteed state subsidy also assists in managing this risk.

Currency risk

The University does not operate internationally but, on occasion, there are foreign-currency denominated purchases. The University is exposed to foreign currency risk when purchases are denominated in a currency other than South African rand. Management has introduced a policy that requires that all material foreign currency transactions should be hedged with a forward-exchange contract. At year-end, there were no material outstanding forward-exchange contracts. When necessary, forward-exchange contracts are rolled over at maturity.

Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments for up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment.

The University's investment policy determines that the University's fund managers manage all long-term investments, including capital and money market investments, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Operational risk

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the MEC and ARCC. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its ARCC, oversees the financial reporting process. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

FOCUS FOR 2018

In 2018, we continued to focus on cost consciousness, effectiveness, and sustainable resource generation. An additional focus was raising bursary funding from external sponsors, as well as refining strategies for generating other third-stream income.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

FINANCIAL PERFORMANCE

Management accounts show the University has achieved an operating surplus of R391 million against a projected operating surplus of R4 million. The income generated during the year exceeded our budget by 9% (budget: R3.616 billion vs actual R3.940 billion). This is largely due to increased subsidies after the 2018 Medium-term Expenditure Framework (MTEF) funding allocation that resulted from the higher education sector upward baseline review. Our actual expenses for the year were at 98% of budget (budget: R3.612 billion vs actual R3.549 billion). A large component of the saving is from vacant positions not filled during the year.

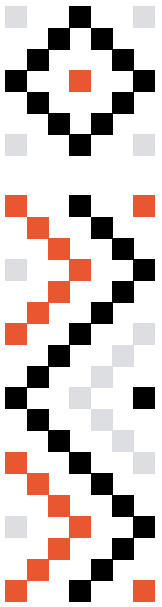
The actual outcome – from the comprehensive and consolidated operating results of both the budgeted and the non-budgeted cost centres as well as subsidiary entities, after accounting for income from investments, including investments fair value (losses)/gains, and actuarial gains and losses on post-retirement benefits – is a surplus of R26 million (2017: R257 million). The decline is largely as a result of the poor performance of equity markets in the last quarter of 2018.

Our financial position remains strong with consolidated net assets of R5.7 billion (2017: R5.6 billion). The amount spent during the year on infrastructure developments was R245 million.



Nolwazi Mamorare (Ms)
Chief Financial Officer





Financial Governance and Revenue

OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

Financial Governance and Revenue (FinGov) has six separate subdivisions that deliver a range of services on all four campuses of the University. Our primary strategic goal is to ensure financial stability and sustainability of the institution to support the global excellence and stature drive. We strive to deliver service excellence by ensuring that effective and efficient business processes are implemented and adhered to so as to deliver value to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain the achievement of our pre-determined objectives.

As a support function, FinGov has a decentralised structure through the provision of services to staff and students alike. The UJ Finance 2025 vision is 'finance as a world-class empowered strategic partner striving for excellence and stature'. Accordingly, the UJ Finance 2025 mission statement is 'to ensure financial viability, stability and sustainability for the University of Johannesburg through sound financial systems, digitalisation and good governance'.

Specific mission-related goals and aims are:

- Ensuring financial viability, stability and sustainability to support the GES 4.0 drive;
- Enhancing the re-engineering of the financial information system business process in line with 4IR;
- Promoting good governance, transformation and empowerment;
- Formalising strategic partnerships across the University.

The subdivisions of Financial Governance and Revenue are:

- Budget and Project Management
- Financial Risk and Insurance
- Fundraising
- Strategic Financial Projects
- Student Finance
- Treasury and Reporting

Our primary strategic goal is to ensure financial stability and sustainability of the institution to support the strategic objective of GES 4.0. We strive to deliver service excellence through partnering with departments and relevant stakeholders. The Division also ensures that effective and efficient business processes are in place and are adhered to, so as to deliver value to internal and external customers. We pride ourselves on good governance and high ethical standards.



Major risks identified – 2018

- Readings on the utilities billing from the CoJ for 2018 were fairly in line with what was measured on Metering Online (MOL is the system we use to compare usage readings to the CoJ statements). The budget variance in 2018 is due to a credit (actual meter reading vs interim readings) on the DFC electricity account with no payments for September to November and unbilled water and sewer charges on APK and DFC. However, calculations indicate under-billing and non-billing backdated charges for 36 months at R30 million.
- Trends are showing that it is becoming more challenging to raise funds in a declining economy, and some international foundations are indicating weariness in continuing to support South African organisations, due to the current mismanagement of funds in large governmental organisations.
- A major concern is the growth of exposure in loans to commercial entities with no return on investment currently experienced by the University. The institution is also experiencing mounting legal costs pertaining to winding down and enforcing agreements within these commercial entities and projects.

Successes – 2018

- Through the efforts of the Development and Fundraising Office, income was raised to the value of R61 603 656 in 2018. This includes the first ever successful FASSET funding application, supported by the then FASSET Seta CEO (an alumna of UJ), with full wraparound support to our students to the value of R13.4 million.
- At the end of 2017, an interim roadmap was provided for a revised framework for the governance of commercial entities. From this framework, the MEC Commercialisation Committee (MEC CC) was established and the accompanying charter implemented. This committee reports to the MEC, the Financial Sustainability Committee of Council (FSCC) and to Council. Furthermore, the financials of the commercial entities are also presented to the Audit and Risk Committee of Council.
- Quality management was a key focus area for the Budget and Project Management subdivision. Business processes and reports are revised annually to ensure quality reporting and that efficient and effective business processes are in place to support all the relevant role players. On signing the performance contracts, staff shortcomings are discussed and development plans are put into place. Staff members are also engaged to commit themselves to improve the output and service they provide to their clients. They are measured accordingly during their performance reviews. Intense coaching (internal) and training (external) were given to all staff of Budget and Project Management, to uplift the levels of competency and service delivery.
- The internal audit approach recommended by the Risk Management subdivision was reviewed and approved by the Audit and Risk Committee of Council with the aim of enabling the reprioritisation of the internal audit plan to adequately cover all the key business processes in an end-to-end manner. This approach will allow both the internal audit team and management to obtain a more insightful view of the University's value chain and potentially result in fewer audits, but with deeper coverage.
- The implemented Fraud Prevention Strategy included the formalisation of a Fraud Risk Register to further discuss and report on potential fraud risks, controls and weaknesses in controls, as well as action plans.

Challenges

- Budget control has still not been activated as a result of system errors that are yet to be rectified.
- Free tertiary education under the revised National Student Financial Aid Scheme (NSFAS) brings challenges to raise funds for scholarships, as private corporations feel that the need for bursary funding is no longer as pressing.
- Student protests across South African campuses brought about the #FeesMustFall movement, and its invariable media coverage impacts on the reputation of universities, which as a result are seen as a risk by potential funders, bringing further challenges in securing funding.
- Some students received both bursaries and NSFAS loans/bursaries, resulting in significant credits due to be refunded to NSFAS.
- Delayed payments by sponsors, where UJ covers the costs of allowances in the interim, impact cash flows.
- Growth in external bursaries has decreased as a result of the uncertainty that prevailed due to the free fee



higher education, as announced by the former President of the Republic of South Africa. Most sponsors and donors were not sure how the process would unfold and whether there was a need for them to keep funding the students.

- Poor communication between NSFAS and the University.
- The delayed approved student list received from NSFAS impacted on registration.
- Inefficiencies on the NSFAS systems led to delays in uploading the registration data templates; this resulted in further delays in creating bursary agreement forms.
- Delays in the creation of bursary agreement forms resulted in a delay in loading of allowances.
- Incorrect funding decisions for students by NSFAS increased the risk of financial loss for the University.
- Increased workload due to the month-to-month allocation of allowances as a result of the late signing of bursary agreement forms.
- Delays in sending the remittance advices, which delayed the allocation of payments to student accounts.
- Late upfront payments by conduit funders, i.e. Funza Lushaka, DSD, etc.
- A perpetual increase in the number of students with historical debt, as a result of the student finance policy concession and revisited practices, in an attempt to placate students and prevent student unrest.
- The ongoing unfavourable economic climate remains a challenge that negatively impacts our success in collecting student debt.
- The change of banking details from Absa to FNB posed a risk of incorrect payment allocations for student accounts.
- Sign-off from faculties is still a major challenge when confirming increases for tuition fees.

SUBDIVISIONS' HIGHLIGHTS

Key functions are highlighted within each of the six subdivisions, including a summary of progress.

Budget and Project Management

Key functions within this area relate to the provision of financial management information by way of internal financial reports, to assist managers of the various environments in their decision-making process to achieve short- and long-term institutional goals. This information includes budget compilation in accordance with budget guidelines, research income and expenditure reporting, expenditure variance reporting and project accounting and reporting.

The client base of the Budget and Project Management subdivision spans both the academic and support domains, requiring dedicated services in meeting diverse requests. Service delivery is thus achieved through dedicated financial business partners, accountants and financial officers who are centrally located, with the exception of the Faculty of Science and the Faculty of Engineering and the Built Environment.

The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances, and the subdivision is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

Working towards the FinGov vision as stated above, the subdivision set mutually agreed goals to improve service delivery, which were achieved, indicating improved staff performance across the domain. The wellbeing of staff members is frequently analysed, and action plans are developed and implemented as required to ensure staff wellness.

Strategic direction/goals/targets for subdivision 2019 to 2020

- Revise existing processes to reduce operating costs (e.g. half-year review of expenditure budget vs actual).
- Manage and ensure accurate CoJ utility payments by means of an ongoing resolution process through engagement with CoJ officials.

- Refine analysis report of financial information on a higher level.
- Submit requests and give assistance to further develop and implement Business Intelligence (BI) reports as required.
- Improve efficiencies and refine the budget process for 2020.
- Redeploy existing staff within Finance to meet workload demand within the subdivision and increase service delivery.
- Address succession plans for staff retiring within the next two years within the Finance redesign process.

Financial Risk and Insurance

The key function within this subdivision is risk management through the combined assurance framework. This is carried out by management, internal assurance providers through the internal risk management team, and external assurance providers in the form of outsourced internal and external audit functions. In addition, other functions managed by this subdivision are business continuity management (BCM) for the institution, insurance management, DHET grants reporting, fraud management, forensic investigations and UJ Metropolitan Academy management.

The University continued to build and mature its risk governance structures and processes during 2018. In planning the internal audits for the year, the University considered the key risks documented in the University's Institutional Risk Register and in divisional risk registers, as well as other areas of concern identified by management. Risk management continues to be an ongoing and accepted process that is integrated into the day-to-day management activities of the University and the risk governance structures and processes.

Developments and improvements for 2019

- Increase awareness and arrange training in terms of accurate and detailed reporting on fraud controls and potential exposure to fraud.
- Undertake marketing to improve awareness at the University that the management of the UJ ethics hotline had been changed from KPMG to Deloitte.
- Arrange additional training and awareness around business continuity processes and ensure information is relevant and up to date.
- Acquire a business continuity software program and successfully implement the software.
- Work with Operations and Budget and Project Management personnel to implement processes to track DHET-funded project costs more accurately and efficiently.
- Continuously engage with the internal audit team to improve process flow, relevance and value add.
- Further develop and roll out the Integrated Assurance Model for the University. This will be rolled out in terms of an Integrated Risk and Assurance Register, which defines responsibilities of oversight structures and risk responsibility allocation associated with these structures, as well as assigning appropriate assurance types and activities. Develop and implement a Control Self-Assessment Tool.
- Implement more robust reporting, communication and awareness to mitigate the high number of insurance claims and associated risks.
- Support and participate in the Finance Redesign Project.
- Ensure that streamlining and automating processes as well as building agility and quality into our processes are a significant priority for the Risk Management and Insurance Division, to enable us to manage risk more effectively, achieve improved client satisfaction and promote individual growth opportunities in a rapidly changing environment.

Fundraising

Key functions within this subdivision are fundraising initiatives for the institution, through partnership building and packaging projects innovatively to attract funds for UJ according to predetermined financial targets.

Opportunities and strategic interventions

To further enhance UJ's Fourth Industrial Revolution (4IR) focus, the subdivision developed a 4IR Case for Support as marketing material for funding and other initiatives within UJ. The subdivision also developed an

online system in the last quarter of 2018 to capture all income for the University more effectively, and the system is set to roll out in 2019.

Fundraising at UJ was successful for the 2018 academic year and could be attributed to the type of projects that UJ embarked on, such as the 'missing middle' project, which remains crucial to the economic needs of the country.

Two (maximum three) extensive and focused fundraising projects will be developed in 2019 to capitalise on current, new, local and international donors.

Strategic Financial Projects

Key functions in this subdivision revolve around financial management and administration for the commercial entities. Financial management for the commercial entities comprises budgeting, expenditure control, reporting, and management of various projects. The subdivision is also responsible for the management of statutory documents, SARS submissions and preparation of annual financial statements as well as arranging and managing the annual audits for the commercial entities.

Key focus areas within the subdivision during 2018 were winding down identified commercial entities and preparing MANCO and board packs and minutes for the commercial entities.

Strategic goals for 2019

- Finalise the winding down of commercial entities.
- Provide effective and efficient support to the commercial environments.
- Achieve unqualified audit opinions on Annual Financial Statements for all active commercial entities.
- Manage the revision process of the risk registers for all active commercial entities.
- Implement approved budgets for all commercial entities, together with effective budget management.
- Manage the further development of integrated BI reporting.
- Support and participate in the new Finance Redesign Process.
- Implement open transformation and cultural discussions within the Division.
- Implement new IFRS standards.
- Ensure implementation of tax changes.
- Investigate and implement cost-saving measures where possible.
- Prepare the MANCO and board packs for existing commercial entities, distribute these and schedule the meetings.

Student Finance

The key functions in this area include management of student debt, internal and external bursaries, financial aid (NSFAS), and cash receipting. Student Finance strives to provide excellent quality customer service to all students, parents, sponsors, donors, and internal and external stakeholders. The Division is decentralised to allow NSFAS, bursaries and student account enquiries to be attended to on all four campuses.

2018 was full of successes as well as challenges in the various subunits within Student Finance. The inefficiencies experienced from NSFAS during registration continued to keep Student Finance under pressure. The increasing number of acknowledgement of debt agreements signed by students has proved to be an administrative nightmare, more so as regards outstanding payments post the 50% upfront debt payment.

As part of the UJ fundraising initiatives, Student Finance contributed fundraising of over R196 million in student bursaries from external donors. The funds were allocated to academically deserving but financially needy students.

Following the implementation of fee free education in 2018, UJ administered bursaries and loans on behalf of NSFAS for 20 663 students and on behalf of Conduit for 1 249 students. The total funding allocated to UJ was R1.6 billion for NSFAS and R97 million for Conduit.

Plans for 2019

Fee structure, cashiers and international students

- Roll out card machines on all other campuses after a successful roll-out on APK.
- Promote online payments with credit/debit cards instead of payments at the UJ cashiers.
- Campaign to decrease the number of historic registrations/cancellations.
- Liaise with the International Office and international students – enforcing rules related to international students and coordinating the registration process for international students
- Manage historic registrations and cancellations of students and adjustment of statements.
- Liaise, encourage and build mutual trust, respect and cooperation with other departments and faculties.
- Participate in planning for faculty/residences registration and open day.
- Assist with ad hoc projects within Student Finance.

Student debtors

- Implement e-stamped financial statements for both students and staff.
- Implement debit cards for online payment of fees.
- Fully implement debt collection tool.

NSFAS

- Ensure improved communication between UJ and NSFAS as well as between UJ NSFAS office and students.
- Facilitate full implementation of a system that is able to identify NSFAS-funded students who are enrolling for programmes that are not funded by NSFAS.
- Timeously identify students who are benefiting from both NSFAS and other funding.
- Timeously allocate funding to student accounts, provided the remittance advices are received in time.

Bursaries and fundraising

- Execute student assistant employment policy to reduce student debt.
- Improve change management strategies by monitoring change effectively with fewest complications.
- Implement a communication plan and debt collection strategy for sponsored students to ensure maximum collection of funds due by sponsors and donors.
- Implement plan for the automation of reports.
- Improve customer service experience by being responsive.
- Conduct frequent visits to sponsors, old and new, to strengthen our external relations with all the stakeholders and ensure that they are kept abreast of the latest developments with the higher education sector and the institution.

Treasury and Reporting

Key functions undertaken by this subdivision include creating and maintaining the chart of accounts structures on all systems, financial reporting, investment management and accounting, cash management, sundry debtors management (all debtors other than students), credit card administration, UJ's tax compliance, income budget, budget system administration, as well as a portion of petty cash. In addition, the subdivision serves as Enterprise Resource Planning (ERP) subsystem owner for the General Ledger and the Accounts Payable and Tax Administrator modules, thus being responsible for all period-end procedures, system error logging, testing of upgrades, enhancements and patches.

The primary strategic drive is to ensure financial stability and sustainability to support the UJ GES drive. Furthermore, we strive to deliver service excellence by ensuring that effective and efficient business processes are implemented and adhered to, and to deliver value to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce, to sustain the achievement of our pre-determined objectives.

Reporting

- The audited Consolidated and Separate Annual Financial Statements were completed and submitted on time with no significant audit findings.
- All other external stakeholder reports and audits were completed and submitted on time with no audit findings.
- The Council approved the Financial Sustainability Model, and it was updated with new relevant information. This model identifies the drivers under the control of the University for the management and mitigation of

financial risk, as well as the development of other sources of income and planning of major projects.

- The subdivision evaluated and implemented two of the three new IFRS regulations and standards.
- The subdivision successfully implemented and complied with rules associated with the increased VAT rate, as announced by the Minister of Finance in the 2018 Budget Speech.

Strategic goals for 2019

- Timeously submit audited consolidated annual financial statements and other stakeholder reports as required.
- Successfully implement IFRS new regulation and standards, effective 1 January 2019.
- Continuously improve and possibly automate processes and optimise current financial systems, to maintain and improve financial governance and performance.
- Automate the general ledger journal process via Oracle journal approvals, and compile the cash flow statement.
- Draft, submit and implement official University and UJ Trust investment strategies and policies.
- Review investment mandates to align to the UJ and the UJ Trust strategic objectives and strategies to optimise cash flow management and return on investments.
- Create meaningful and individualised dashboards, for key decision makers, by using Oracle BI application.
- Create and implement standard Oracle BI reports.
- Maintain effective relationships with internal and external clients.
- Improve the collection rate on sundry debtors and reduce the cost of debt collection.
- Achieve effective cash management and cash forecast, resulting in surplus cash to invest and apply towards operational management costs.
- Achieve effective management of UJ reserves and associated investment returns, which will be included in key decision-making dashboards and reports and the Financial Sustainability Model.
- Review and obtain MEC approval of UJ Finance standard operating procedures and practices, to ensure continued adherence to good financial governance within the institution.
- Assist UJ initiatives and project managers with financial modelling.
- Investigate the possibilities of implementing a conference management system.
- Implement a third-stream income recognition and allocation solution.
- Implement and activate categorised budget control.
- Publish annual financial statements (AFS) and management accounts analytics on BI.
- Put in place cost saving and other austerity measures to ensure departmental support for UJ's financial sustainability.
- Provide research, support and other input to the Finance Redesign Project.

CONCLUSION

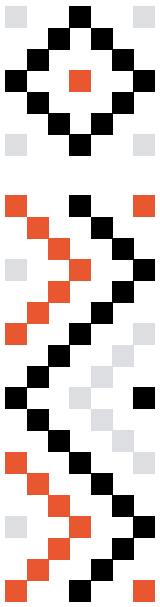
Financial Governance and Revenue has achieved a significant number of the goals as initially set out for the 2018 year. A number of challenges and opportunities for improvement that inform planning for the year ahead still remain. To kick-start planning for the Finance Division as a whole, a two-day workshop was organised in November 2018, where the senior leadership group within Finance met to strategise for the forthcoming period. This resulted in the team buying into a re-engineering process to take the Division in the direction of what is referred to as the *'Finance Office of the Future.'* This entails a finance office where most efforts and energy are redirected from transactional processing to more insight and action in activities carried out. This Finance redesign process is currently under way, with the resultant output envisioned as being a more agile, enabling, insightful Finance function.



Lerato Riba (Ms)

Executive Director: Financial Governance and Revenue





Finance Expenditure

OVERVIEW

The Finance Expenditure Division consists of the Accounts Payable, Fixed Assets, Payroll, and Supply Chain Management Departments. Procurement, Tenders, Warehousing and Distribution (Stores), Supplier Management as well as Contracts and Commodities Management resort under the Supply Chain Management Department.

Activities within Finance Expenditure are influenced by factors such as customer expectations, changes introduced by announcements in the annual budget speech and the need to ensure value for money. Ensuring a smooth transition between these and many other challenges means performing with great agility within the boundaries of governance. Engagement with the UJ community and suppliers results in efficiency and improved turnaround times.

RISKS AND MANAGEMENT OF RISKS

The Division mitigates its risks by ensuring continuous assessment of risk in critical activities and incorporating mitigation measures in the business processes. The main exposure for Finance Expenditure is with regard to reputational, regulatory and financial risks.

Special attention was placed on compliance with legislation, with the focus on:

- Compliance with employees tax (PAYE);
- Cleansing of the suppliers' database, to ensure full compliance with Section 34 of the Higher Education Act as amended. All suppliers found to have links with staff members or Council members and who had not been granted approval by Council to conduct business with the University have been de-activated. In addition, with the migration of all UJ suppliers to a web-based vendor management and registration portal, annual updates of suppliers' information, such as B-BBEE credentials and tax clearances, are automated to ensure continuous credibility of the UJ suppliers.

The following critical risks are monitored on a continuous basis.

Fraud and corruption

Fraud and corruption remain a major concern in our operations. Efforts to identify and combat fraudulent and corrupt activities are ongoing. Measures that have been put in place to mitigate the risk of fraud and/or corruption include:

- Zero tolerance approach towards fraud and corruption;
- The use of internal auditors and forensic auditors in developing fraud prevention strategies and investigations;
- User awareness of the applicable policies and procedures;
- Investigation of every allegation related to suspicious activities;
- Prosecution of perpetrators.



Transgression of policy

Transgression of policy remains the biggest frustration in our operations. These events put unnecessary pressure on staff to clear transactions even though these have not been properly approved. In the majority of the cases, transactions are found to be generally costly to the University in price and reputation. In total, 246 transgressions were reported for 2018, which is an 86% increase on those of 2017.

Credibility of suppliers

Suppliers' database cleansing is critical:

- Incidents were found in 2018, where suppliers had presented invalid documentation when updating their supplier information. This includes, among others, invalid tax clearance certificates and invalid B-BBEE credentials. These cases were reported to the relevant authorities, such as SARS and the B-BBEE Commission.
- Poor supplier performance is closely monitored, and project closeout reports are critical to ensure continued assessment of active suppliers.
- The inclusion of local labour in key projects resulted in delays on some projects. This is managed with stakeholders on a continuous basis.

Emergency/urgent procurement

The review of 2018 spending showed instances where emergency or urgent procurement procedures had to be followed. The review of these indicates an increase in the number of breakdown orders.

- In total, 233 breakdown orders were processed as emergency orders.
- Most urgent requests were found to be mainly due to poor planning by departments, thus resulting in these requests becoming urgent.
- The general impact has been an increase in ad hoc and credit card purchases, which could have gone through the procurement process.
 - R19 million has been spent through ad hoc payments, which on analysis of the account category could have gone through the procurement process.
 - R17.4 million has been spent on University credit card purchases, for account categories that could have gone through the procurement process.

Other challenges

Other challenges faced by the Division are:

- Inadequate cooperation by heads of departments in accounting for assets below the capitalisation threshold (i.e. <R15k) in their environment and verification thereof. Continuous stakeholder engagement will help mitigate the risk and current exposure.
- Re-imbursements have also been on the increase and so have prepayments, especially foreign prepayments. The volatility of our currency does not help this situation.

STRATEGIC FOCUS AND TARGETS

Finance Expenditure's promise in 2018 has been to render value for money services that are effective and efficient to the UJ community. This was shown through commitment to ensuring financial viability, stability and sustainability in support of the Global Excellence and Stature (GES) 4.0 drive by:

- Enhancing the financial information system and business process re-engineering in line with industry;
- Promoting good governance, transformation and empowerment;
- Formalising strategic partnerships across the University;
- Introducing procurement/demand planning throughout the University to leverage on spending.

In 2018, turnaround initiatives to transition Finance Expenditure to become more responsive to the needs of the University, included:

- Implementing transformation of people, systems and processes;

- Ensuring compliance to policy and procedures, gained through fostering commitment within the University;
- Ascertaining sustainability through ownership, accountability and total cost of ownership considerations;
- Continuously assessing and mitigating risk for reputational, regulatory and financial risk management.

The following priorities were revised to align with the new tone:

- Strategic sourcing implementation
- Customer service improvement
- Business process re-engineering
- Systems efficiency assessment
- Data cleansing
- Compliance framework and governance enhancement

HIGHLIGHTS FOR THE DIVISION

Expenditure

Expenditure sought to maximise its value during 2018 through such initiatives as stakeholder engagement, business relationships assessment, value analysis and value engineering, to meet the needs of our customers. Aligned with this is our drive to continuously improve business processes, empower staff and ensure good governance.

Supply chain management

Supply chain management plays an integral part in assisting the University to achieve its objectives. Interventions implemented included:

- Effective expediting of purchase orders reduced the overall percentage of overdue orders to 12%.
- The sealed quotes threshold was increased from R100k in 2017 to between R250k and R500k, while transactions between R100k and R250k required at least five quotations. This helped to improve the turnaround times in the procurement process.
- Effective tendering administration ensured successful delivery of key projects, such as:
 - Managed print services for R23 million per annum.
 - Internal audit services for R19 million over 3 years.
 - The third Soweto Campus student residence for R112 million.
 - Appointment of the principal contractor for the refurbishment of the Kopano residence on Doornfontein Campus for R42 million.
 - Bus services for R18 million.
- Other major contracts that were finalised included:
 - Appointment of the new travel management companies. Four companies were appointed to maximise the support spread.
 - The lift maintenance contract was awarded to two contractors across all campuses.
 - ER24 was awarded the Emergency Medical Services contract for a period of three years.
 - A panel of suppliers was approved for asset protection and tactical services.
- Procurement spend for 2018 amounted to R237 million, while R691 million was expended through tender administration.

Accounts payable

The Accounts Payable Department processed R1.23 billion in payments during the year (2017: R1.2 billion), and 60 795 invoices (2017: 66 123).

As part of enhancing the financial information system and business process re-engineering in line with industry, a number of automation processes were investigated in our quest for improvement.

Elements introduced to optimise resources and create efficiencies included:

- Approval received in June for implementation of Kofax. This is an electronic scanning system with optical

character recognition (OCR) that will automatically populate and match invoices, thus eliminating manual capturing of invoices and paper. The solution is at testing phase, which will enable user acceptance.

- Implemented purchase orders for all ad hoc foreign payments, ensuring real-time accounting and accurate currency system reports.
- Introduced credit card payments for transactions less than R10k.

Asset management

The Fixed Assets Department is responsible for ensuring that all assets that are purchased are accounted for in the University books. The administration of assets includes proper disposal and writing off of assets in the University records.

Fixed assets capitalised for the year amounted to R191 million, while the net book value (NBV) of assets stood at R2.24 billion.

Asset management operations were reviewed and policy and procedures were updated.

- The update included assessment of the useful life of University assets, impairment of assets and assessment of residual values.
- The barcoding of all physical locations on all campuses was completed.
- MEC approved the decision to reduce the capitalisation threshold to R10k due to the materiality of the accumulated value.

Broad-based black economic empowerment (B-BBEE)

Interim analysis of the 2018 spend

A total spend of R1 452 440 807.75 was realised in 2018 with a qualifying spend of R1 087 548 431.79. This is after deduction of excluded payments. After applying the suppliers' B-BBEE recognition level, the recognised spend amounted to R998 756 768.23, which is 91,84% of the qualifying spend.

- Spend with suppliers where there is at least 51% black ownership was R361 million or 33,14%, while the target remained 40%;
- Spend with suppliers who are black woman-owned businesses was R163 million or 15,02%, while the target was 12%.

Taking advantage of overlooked opportunities

Given the limitation in funding to meet the required spend on supplier and enterprise development, a review of total UJ procurement spending had to be done. To maximise the qualifying procurement spending, an intervention was done to limit UJ spending to suppliers who are at B-BBEE Level 1 to 4. All suppliers who do not meet this criterion are put on a B-BBEE development plan to demonstrate to the University how they would improve their B-BBEE scorecard.

Supplier and Enterprise Development Programme

The Supplier and Enterprise Development Programme was allocated R3.1 million in 2018. This helped enable 120 suppliers to participate in our Small Business Enrichment Programme.

Payroll

The Payroll Department serves to ensure that UJ staff are paid accurately, timeously and with strict adherence to the prevailing legislation; which often requires constant changes and reforms to be made. These require the Payroll Department to be abreast of the latest developments and to have the expertise to implement these developments accurately.

Payroll is a key stakeholder in Human Resources projects and played a significant role in the success of the salary negotiations and the recommendations of the remuneration task team. This enhanced our relationship with Human Resources.

Annual adjustments

- The general salary increases (that were effective from 1 January 2018) were timeously and successfully processed, tested and implemented in the January 2018 pay run despite the delay in the conclusion of the negotiations. The increases were once again differentiated, based on the Peromnes grade of the employee.
- The medical aid premiums changed in 2018 at an average rate of 9,9% p.a. There was also movement of staff changing from one medical aid to another, which had to be carefully controlled and monitored, such that the same employee was not on multiple billings.
- The pensionable changes requested by employees towards the end of 2018 were much lower as compared to the changes requested in January 2017.

SARS submissions

- The annual tax reconciliation (EMP501) was successfully submitted before the deadline of 31 May 2018, and staff received their IRP5 tax certificates on 31 May 2018 via Infoslips.
- The mid-year tax submission/bi-annual reconciliation for the period 1 March 2018 to 31 August 2018, which had to be submitted by the deadline of 31 October 2018, was successfully and timeously completed.

Other activities

- The new medical aid, Umvuzo, was successfully implemented for the P16 and P17 members of staff.
- The 65th percentile adjustments were successfully implemented.
- Annual bonuses were successfully processed for all staff who had elected to have their bonuses paid annually in December 2018, instead of monthly.
- Merit bonuses were also successfully processed to all qualifying staff in December 2018.

RESOURCE MANAGEMENT

Employee profile

The Division has a staff complement of 96 active members, with 91 staff members permanent and five staff members on a fixed-term contract. Of the staff, 66 are female and 30 are male.

Continuous professional development

Continued professional development of the Expenditure staff is a key focus within the Division. Other development initiatives included conferences, and attendance of update sessions.

A number of staff members were studying towards a recognised qualification, or attended professional development sessions. Professional affiliation is critical to keep abreast of developments in the industry.

- A number of buyers are studying towards the Chartered Institute of Purchasing and Supply (CIPS) qualification and are members of the Institute.
- The Payroll staff are members of the South African Payroll Administrators (SAPA).
- Other memberships in the Division include the South African Institute of Chartered Accountants (SAICA) and the Association of Certified Fraud Examiners (ACFE).

Succession planning

The age profile of the staff has been reviewed to identify critical positions per department, and plans are implemented for succession.

STAKEHOLDER ENGAGEMENT

To improve customer relations, engagements were made with faculties and divisions to understand the needs of the customers, to create awareness of Finance Expenditure processes and to build healthy working relationships.

A similar initiative was carried out with suppliers, in an effort to achieve greater efficiencies and effectiveness. This improved the participation of suppliers in the UJ procurement process.

The Division hosted Wits, Stellenbosch University and the University of the North in their quest to benchmark with peers in the sector, for improvement of business processes.

CONCLUSION AND WAY FORWARD

In line with the University's objectives for GES 4.0, Finance Expenditure remains committed to contributing and being a part of the Fourth Industrial Revolution. This being said, the progression to automation and digitisation should in no way compromise our mandate for fairness, transparency, equity, value for money and good governance.

The improvement of customer service is a coordinated effort, and to achieve this, the review and enhancement of business processes from time to time, in line with global best practice, is a necessity, which will be ongoing. This will ensure service excellence within Expenditure.

Initiatives planned for 2019 include:

- Implementation of the procurement demand plans throughout the University to leverage on spending.
- A continuous spending analysis to help implement strategic contracts across the University.
- Full automation of processes is in progress.
- The procurement module will be enhanced to implement three other business efficient Oracle Modules in 2019. This will improve sourcing, supplier management and contract management initiatives being rolled out across the University.
- E-tendering is in the pipeline to ensure a fully automated tendering process. The automated process will enable paperless end-to-end activities and ensure a fair and transparent participation of vendors in the UJ tendering process.
- Realignment of the Expenditure structure to ensure the effectiveness of supply chain within the University is important. A silo approach reduces the value chain efficiency, and going back to the drawing board will minimise end-user frustrations.

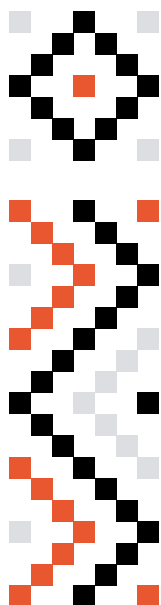
The Finance Expenditure Division commits to remaining a value for money service that is effective and efficient for the UJ community.



Sarah Makinta (Ms)

Executive Director: Expenditure





UJ Trust

OVERVIEW & CONTEXT

The University is the sole beneficiary of the UJ Trust. The UJ Trust allocates, on an annual basis, funds to the University for specific, agreed strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since 2014, the Trust has distributed a total of R168 million to the University towards research and development for centres, underprivileged student support and postgraduate bursaries as follows:

Table 64: Fund distribution

Category	2018	2017	2016	2015	2014
• Research and development for centres, innovation and commercialisation	R20m	R12.5m	R7.5m	R16m	R10m
• Underprivileged student support (food, books and bursaries)	R15m	R10m	R15m	R12m	R15m
• Postgraduate bursaries	R5m	R2.5m	R2.5m	R10m	R15m
TOTAL	R40m	R25m	R25m	R38m	R40m

2018 FUNDS ALLOCATION

The disbursement of the R40 million transferred to the University in 2018 was allocated as follows.

Research development for centres, innovation and commercialisation

An amount of R20 million was earmarked for the development of interdisciplinary research and technology projects. This interdisciplinary research combines research of various UJ faculties with a commercial opportunity. These are projects where interdisciplinary research will form part of a commercial and community organisation.

In light of the current uncertainties on future tuition and residence fee increases in the public higher education landscape, as well as the need for the University to invest in its ageing infrastructure, commercialisation and innovation at UJ are a non-negotiable strategic activity to generate revenue and ensure the financial sustainability of the University.

Despite the uncertainty about future tuition and residence fee increases, our outlook remains positive with our long-term commitments informed by the five-year financial plan, which is revised annually after taking into consideration all emerging risks.

Underprivileged student support

An amount of R13.5 million from the 2018 allocation was utilised as contribution towards funding the University meal assistance programme for our financially needy students.



A sizeable number of UJ students come from disadvantaged backgrounds, and many of them depend on NSFAS to pay for their studies. These students also experience other social challenges associated with lack of sufficient funding, such as hunger, to the extent of attending classes hungry or on an empty stomach. The University has partnered with various organisations that provide meal packs to supplement the financial investment in the programme.

Table 65 provides information on the number of students impacted by the programme and the cash contribution made by the University to sustain it over the past six-year period. Over the years, the University contribution has been supplemented by donations from various other sponsors.

Table 65: Number of students and contributions

Year	Number of beneficiaries	Number of days served	University contribution	Number of meals served
2013	2 100	279	R10 000 000	4 200
2014	3 889	280	R10 000 000	7 778
2015	3 534	278	R11 000 000	7 068
2016	3 879	278	R12 000 000	7 758
2017	12 014	279	R13 200 000	24 028
2018	16 000	273	R15 000 000	32 000

Bursary awards were also made to 131 undergraduate students who demonstrated good academic performance and financial need, to assist with contribution towards their tuition, accommodation and book allowances. An amount of R1.5 million from the 2018 Trust allocation was used for these purposes.

Underprivileged student support

The 2018 allocation for assistance to UJ students was used as a contribution towards funding our meal assistance programme for financially needy students. UJ Trust, in partnership with Gift of the Givers, provided two meals a day to at least 16 000 students, who otherwise would have had no food. An amount of R15 million was used for this purpose.

Postgraduate bursaries

In 2018, the UJ Trust allocated R5 million towards postgraduate bursaries. This amount was used to fund honours bursaries, with the goal of further building postgraduate numbers. With more external funding available for master's and doctoral bursaries than for honours bursaries, ways have to be found to ensure that the cohort of honours students is big enough to allow adequate numbers of students to progress to master's degrees, and this requires substantial funding for honours bursaries.

The increase in postgraduate students is a strategic imperative of the University, and the amount allocated by the UJ Trust assists in achieving the strategy of the University.

FINANCIAL PERFORMANCE

The UJ Trust holds its funds in long-term investments managed by independent fund managers. The funds are invested in local and foreign assets (equity, bonds and deposits) carefully selected under agreed mandates. While the downward turn in the performance of equity and bond markets during the year negatively impacted our return on investments, our reserves remain healthy.

TRUSTEES

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees.

The following trustees represented the UJ Trust in 2018:

- Mr S Rossouw (Chairperson up to 31 May 2018)
- Dr ME Gama (Chairperson from 1 June 2018)
- Prof A Dempsey
- Ms K Gugushe
- Adv S Khumalo
- Ms N Mamorare
- Ms Z Matlala
- Prof T Marwala
- Prof LG Mpedi
- Prof PH O'Brien
- Mr M Teke



Nolwazi Mamorare (Ms)

Chief Financial Officer





Resolution Circle

INTRODUCTION

Resolution Circle is 100% owned by the University of Johannesburg and offers skills training mainly in the Electrical, Electronic and Mechanical Engineering disciplines. With its workshops and practical approach, it is in a unique position to give trainees exposure to industry-related skills training.

The company was founded in 2012, with funding from both the National Skills Fund (NSF) and the University of Johannesburg (UJ). 2018 saw a restructuring of the company: the commercialisation activities were ended, and the company began to focus purely on technical training. Hence, Resolution Circle's mission is to provide practical and hands-on skills training to Engineering students, supported through industry partnerships and using some maintenance and production services as vehicles. Our vision is to be(come) the recognised market leader in South Africa for technical training.

Resolution Circle is first and foremost a training hub that prides itself on providing skills training opportunities, practical in-service project training, and various short learning and candidacy programmes to technical students, to address the ever-changing world of Engineering and Engineering Technology. Professional training at Resolution Circle bridges the many gaps that exist between theory and practice. More often than not, theory is very difficult to apply. Our philosophy is simple, in that experienced operators or practitioners really are the best examples of work in practice. We believe in collaborative training that leans on expertise available in the company. By developing this expertise and learning from practitioners, economically viable programmes become possible.

Resolution Circle has state-of-the-art equipment with over 80 professional employees recruited from industry. The 300-seat workshop with industry grade equipment provides training under supervision of experienced artisans. Students are divided into groups of 15 to 20, and each group is allocated to a specific key trade area. Each trade is supervised by a dedicated artisan/instructor supported by training assistants (who themselves are in the process of registering as Engineering Technicians and Technologists).

Our main focus for the past five years has been to provide technical training for national diploma work-integrated students in the Automation, Computer Systems, Electrical, Electronic, Instrumentation and Process Control, and Mechanical Engineering disciplines. The initial focus was on Engineering diploma students from Universities of Technology, including CUT, DUT, MUT, TUT, UJ, Unisa and VUT. More than 2 000 National Diploma in Engineering students from these universities have completed the WIL component of their university curriculum programme at the Resolution Circle facilities. We have been highly successful in the training of students, and between 200 and 300 interns complete the training programme per year. In 2018, we enrolled 247 P1 and 180 P2 Engineering Diploma students from UJ and various other Universities of Technology; of these, 85% and 88%, respectively completed the programme.

We also register graduates as interns. In 2018, we enrolled 24 graduate interns, of whom 14 completed the programme. This was a deliberate reduction from the 115 graduate interns enrolled in 2017, in order to offer them the full value expected from the programme. We absorbed three of the graduates as employees for 2019.

More recently, we have extended our engagements to include engineering diploma students at TVETs, such as Central Johannesburg College, Ekurhuleni East and West, Sedibeng, Tshwane North and South, South Western Gauteng and Western Gauteng. We would like to include other TVETs, especially strategic ones like Buffalo City, Flavius Mareka in Sasolburg, Gert Sibande in Evander and the Orbit College in Brits.

Other activities have included the following

We recently started to design and install large solar PV systems and have trained over 300 electricians in this regard. Resolution Circle won tenders to install just over 1MW of solar PV systems in the Kruger National Park, with various other tenders in the pipeline. This also forms a very important practical playground for our students to gain real-world practical experience.

For the past four years, we have been involved in re-training technical high school teachers for the Gauteng, Northwest and Limpopo Departments of Education, with specific focus on Electrical, Electronics, Boiler Making and Fitting and Turning.

We started a four-week skills development programme for unskilled matriculated learners as well as artisan 'train-the-trainers' for the Gauteng Department of Infrastructure Development (GDID). The specific training tracks are Automation, Brick Laying, Boiler Making, Carpentry, Electronics, Electrical, Fitting and Turning, and Plumbing. With this in mind, we believe that the envisaged programme will be very applicable to unemployed youth in mining communities.

We started a five-week programme focusing on installation, repair and maintenance for unskilled matriculated learners who were sponsored by a non-profit organisation. This programme has since been extended to a seven-week programme and will enrol a third cohort in 2019.

We support and manage UJ's maintenance programme on the four UJ campuses. The maintenance tracks, which are managed, staffed, and supported by Resolution Circle, are Electrical, Carpentry, Welding and Plumbing. These tracks employ qualified artisans and junior technicians and are supported by WIL P2 students. The practical application and training within this programme is invaluable in skills development.

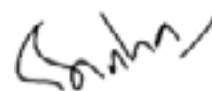
We also offer short learning programmes (SLP) in Arduino, Fibre Optics, PLC and Solar PV Design and Installation. Each of these courses is credit-bearing and geared towards the logbook and qualification criteria of the various institutions of learning that we serve. New courses, such as Arduino and Programmable Logic Controllers, tie in with UJ's focus on the Fourth Industrial Revolution (4IR).

Revenue generated in 2018 was R37,6 million, significantly less than in 2017, due to the termination of the commercialisation activities.

FUTURE

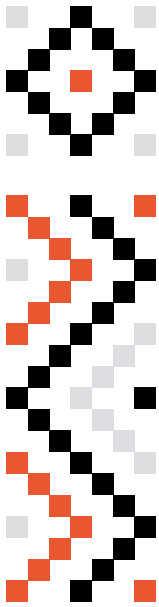
As proposed in the 2017 Annual Report, Resolution Circle has started diversifying away from a purely MERSETA driven training model based on University of Technology Engineering diploma students only. During 2018, Resolution Circle started engaging with five other SETAs, to accommodate not only University of Technology Engineering diploma students, but also apprenticeships, artisanal aides (assistant), candidacies (post qualification), internships, learnerships, short learning programmes (SLP), the TVET National Accredited Technical Education Diploma (NATED), TVET lecturers, and workplace experience for higher education institutions and TVETs.

There is a particularly high need to upskill the TVET lecturers. Our focus will be on the practical and WIL components of this upskilling, and specifically on those relating to knowledge and mastering the technical skills in the workshop. We are working closely with the Faculty of Education regarding the Technical WIL component in a new qualification at NQF Level 7 that is being developed. In the meantime, we will also work closely with private training providers who are offering training to lecturers at NQF Levels 4, 5 and 6, where again we will focus on the practical (WIL) component.



Saurabh Sinha (Prof)

Deputy Vice-Chancellor:
Research and Internationalisation



B-BBEE Report



BROAD-BASED BEE RATING

Final Report

Submitted to

University of Johannesburg

Registration Number	N/A
VAT Number	4900127681
BBBEE Status	Level Five (5) Contributor
BBBEE Recognition Level	80%
Empowering Supplier	Yes
Validity Period	19 July 2019- 18 July 2020

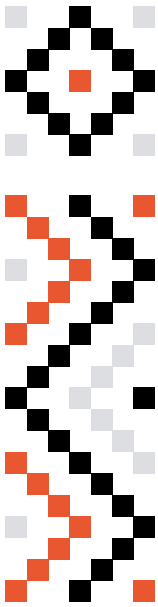


Verification Manager
Honeycomb BEE Ratings





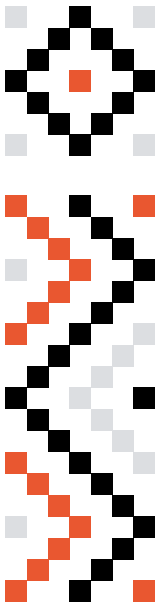
Honeycomb BEE Ratings (Pty) Ltd Reg No: 2005/017737/07 • 17 146 Avenue • Northmead • Benoni • 1501
 Tel: 011 400 0000 or 011 5 880 1430 • e-mail: info@honeycombbae.co.za • www.honeycombbae.co.za



B-BBEE Report

	CONTENTS	PAGE NUMBER
1.	INTRODUCTION	2
2.	UNIVERSITY OF JOHANNESBURG DETAILED SCORECARD	3
3.	CONCLUSION	6





B-BBEE Report

1. INTRODUCTION

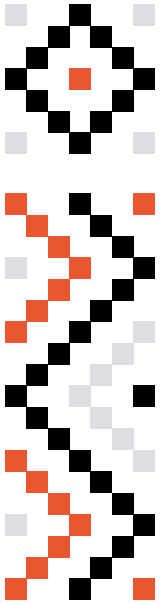
In May 2019, University of Johannesburg commissioned Honeycomb to conduct a BBBEE verification of the organization. Honeycomb's mandate was to assess, verify and validate both disclosed and undisclosed BBBEE-related information of University of Johannesburg. The BBBEE rating has been based on the Specialised Amended Codes of Good Practice on Black Economic Empowerment released by the Dti in October 2013.

University of Johannesburg is a broad-based entity and is therefore measured on all of the four elements of the specialised BBBEE Scorecard – Management Control, Skills Development, Enterprise & Supplier Development and Socio-Economic Development.

In conducting the verification, a comprehensive methodology was followed. Honeycomb followed a rigorous verification process that is aligned to best practice verification standards, the Dti Amended Codes of Good Practice and the South African National Accreditation System (SANAS). Data and information relating to the elements of the Scorecard was obtained, interviews with senior management, and personnel of University of Johannesburg were conducted as well as the verification of supporting documentation provided to Honeycomb.

All the information utilized for the verification was obtained from University of Johannesburg and the conclusions reached are based on this information. Based on the information provided and subject to the terms of the verification engagement Honeycomb is of the opinion that the rating reflected herein is accurate and reflects the true BBBEE status of University of Johannesburg.

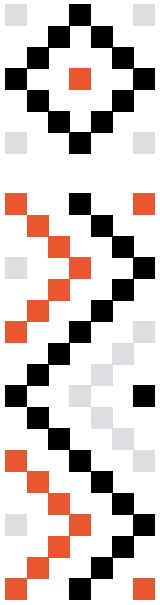
The on-site verification was conducted on the 11 June 2019 by Allen Ngubane.



B-BBEE Report

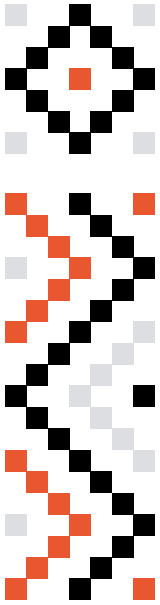
2. UNIVERSITY OF JOHANNESBURG DETAILED SPECIALISED SCORECARD

Management and Control				13.43
Exercisable voting rights of black board members as a percentage of all board members	2	50%	79.92%	2.00
Exercisable voting rights of black female board members as a percentage of all board members	1	25%	42.31%	1.00
Black executive directors as a percentage of all executive directors	2	50%	76.92%	2.00
Black female executive directors as a percentage of all executive directors	1	25%	42.31%	1.00
Black executive management as a percentage of all executive management	2	60%	55.56%	1.85
Black female executive management as a percentage of all executive management	1	30%	37.04%	1.00
Black employees in senior management as a percentage of all senior management	2	60%	31.08%	0.79
Black female employees in senior management as a percentage of all senior management	1	30%	14.41%	0.31
Black employees in middle management as a percentage of all middle management	2	75%	41.08%	0.89
Black female employees in middle management as a percentage of all middle management	1	38%	22.34%	0.43
Black employees in junior management as a percentage of all junior management	2	88%	70.61%	1.41
Black female employees in junior management as a percentage of all junior management	1	44%	39.25%	0.74
Black employees with disabilities as a percentage of all employees	2	2%	0.00%	0.00



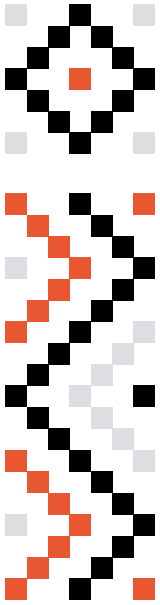
B-BBEE Report

Skills Development				10.14
Skills development expenditure on learning programmes specified in the learning programme matrix for black people as a percentage of leviable amount	9	6%	9.59%	8.58
Skills development expenditure on learning programmes specified in the learning programme matrix for black employees with disabilities as a percentage of leviable amount.	4	0.3%	0.00%	0.00
Number of black people participating in learnerships and internships as a percentage of total employees	6	2.5%	0.65%	1.56
Number of black unemployed people participating in learnerships and internships as a percentage of total employees	6	2.5%	0.00%	0.00
Bonus Points: Number of black people absorbed by the Measured and Industry Entity at the end of the Learnerships and Internships programme	5	100%	0.00%	0.00
Enterprise and Supplier Development				46.69
B-BBEE procurement spend from all empowering suppliers based on the B-BBEE procurement recognition levels as a percentage of total measured procurement spend	5	80%	79.74%	4.98
B-BBEE procurement spend from all empowering suppliers that are qualifying small enterprises based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend	4	15%	3.70%	0.99
B-BBEE procurement spend from all exempted micro-enterprises based on the applicable B-BBEE procurement recognition levels as a percentage of total measured of total measured procurement spend	5	15%	13.79%	4.60
B-BBEE procurement spend from empowering suppliers that are at least 51% black owned based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend	11	40%	34.55%	9.50



B-BBEE Report

B-BBEE procurements spend from empowering suppliers that are at least 30% black women owned based on the applicable B-BBEE procurement recognition levels as a percentage of total measured procurement spend	5	12%	13.57%	5.00
Bonus Points: B-BBEE procurement spend from designated group suppliers that are at least 51% black owned	2	2%	0.62%	0.62
Annual value of all supplier development contributions made by the measured entity as a percentage of the target	15	2% of NPAT	4.24%	15.00
Annual value of enterprise development contributions and sector specific programmes made by the measured entity as a percentage of the target	5	1% of NPAT	1.12%	5.00
Bonus point: for graduation of one or more enterprise development beneficiaries to graduate to the supplier development level	1	Yes/No	No	0.00
Bonus point: for creating one or more jobs directly as a result of supplier development and enterprise development initiatives by the measured entity	1	Yes/No	Yes	1.00
Socio Economic Development				5.00
Average annual value of all socio economic development contributions by the measured entity as a percentage of the target	5	1% NPAT	1.07%	5.00
Total				75.26

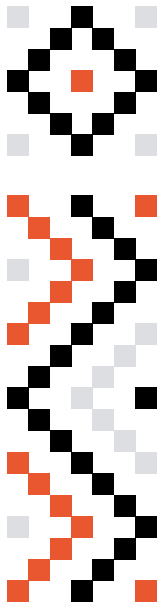


B-BBEE Report

3. CONCLUSION

- 3.1. University of Johannesburg achieved a BEE score of 75.26 Points.
- 3.2. Based on this score University of Johannesburg is a Level Five (5) Contributor to BEE.
- 3.3. Accordingly, University of Johannesburg received a BEE Recognition Level of 80%.

B-BBEE Status	Qualification	B-BBEE Recognition Level
Level One Contributor	≥100 points on the Generic Scorecard	135%
Level Two Contributor	≥95 but <100 points on the Generic Scorecard	125%
Level Three Contributor	≥90 but <95 points on the Generic Scorecard	110%
Level Four Contributor	≥80 but <90 points on the Generic Scorecard	100%
Level Five Contributor	≥75 but <80 points on the Generic Scorecard	80%
Level Six Contributor	≥70 but <75 points on the Generic Scorecard	60%
Level Seven Contributor	≥55 but <70 points on the Generic Scorecard	50%
Level Eight Contributor	≥40 but <55 points on the Generic Scorecard	10%
Non-Compliant Contributor	<40 points on the Generic Scorecard	0%



B-BBEE Certificate



Honeycomb
BEE Ratings

SALES AND SERVICE

**BROAD-BASED BEE
VERIFICATION CERTIFICATE**

We Certify that

University of Johannesburg

Company Address: A-Eng-405, Auckland Park, Kingsway Limpopo
Registration Number: N/A F&T Number: 490012768

Is/are committed for compliance with the B-BBEE Act No. 53 of 2003 and the Codes of Good Practice during the 1st July of 2019 and has achieved the following:

BEE RATING
Level Five (5) Contributor
(Generic - Specialised Newcomer)

BEE PROCUREMENT RECOGNITION LEVEL
80%

Element	Score	Description	Score
Ownership	N/A	Black Ownership	N/A
Management Control	14.41	Black Women Ownership	N/A
Skills Development	30.14	Unemployment Impact	N/A
Enterprise & Supplier Development	30.19	Disadvantaged People's Access	N/A
Socio-Economic Development	3.00	Modified Flow-Through Principle Applied	N/A
Total	78.26	Financial Soundness	1 January 2018 - 31 December 2018
YES Initiative Implementation	N/A	Certificate Number	DD/027/155510
Number of People Employed	N/A	Certificate Valid Until	31
Due Date	19 July 2019	Expiry Date	19 July 2020
Empowering Supplier	Yes	Revised Date	N/A
Value-Added Analysis	A - Positive	Certificate Valid Until	31



Verification Manager
Zainal Vallie
Honeycomb BEE Ratings

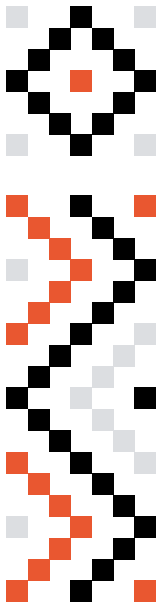
Date: **19 July 2019**




Honeycomb BEE Ratings (Pty) Ltd is a company registered in South Africa. It is a member of the South African Bureau of Standards (SABS) and is a member of the South African Bureau of Standards (SABS) and is a member of the South African Bureau of Standards (SABS).







Chairperson of Council Finance Committee Report

OVERVIEW

UJ achieved positive operating results during the year under review, despite a tough economic environment. Strict budgetary controls, pressures from inadequate student funding, uncertainty around tuition fees, rising salary costs driven by scarcity and high demand for qualified academic and professional staff, rising utility costs, and the socioeconomic circumstances of the University's students were some of the factors impacting on the financial results for the year.

The financial principles adopted by UJ clearly state that in line with its Strategic Plan 2025, it is clear that additional income generated from the strong Statement of Financial Position as well as third-party financial contributions will remain very important in supporting and funding future strategic initiatives.

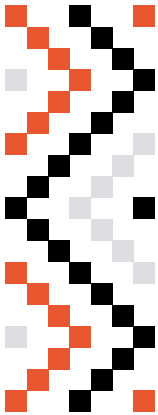
Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the FSCC, an approved financial and contract delegation of authority framework and budget control as exercised by relevant financial business partners in the various faculties and departments. Our risk management and internal audit strategies and processes have been heightened to prevent breach of and failures in our internal control and governance processes.

The governance failures in the commercialisation domain presented an opportunity for the University to review and redefine its processes in this area. We have established Management and Council committees to strengthen oversight over our investment in commercial projects and entities. Our revised governance framework will ensure increased transparency and accountability in this area and create opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead Role in this area, to continue to excel in innovation.

The 2018 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training reporting requirements. Management accounts show the University has achieved an operating surplus of R391 million against a budgeted operating surplus of R4 million. The income generated during the year exceeded our budget by 9% (budget: R3.616 billion vs actual R3.940 billion). This is largely due to increased subsidies resulting from the university sector upward baseline review effected through the 2019 Medium-Term Expenditure Framework (MTEF) budget. Our returns from short-term investments were also significantly higher than budget as a result of increased and earlier receipt of NSFAS allocations.

As with other universities, we were able to increase our tuition and residence fees by 8% in 2018, as directed by the Minister. The grant provided by the state to fund the fee increase for students from households with annual income below R600 000 assisted in managing the impact of the fee increase on our students and their families. The number of our students funded by NSFAS also increased slightly during the year, as a result of the increased family income threshold for qualifying students. This increase and improved payment patterns by





NSFAS presented alleviation to the cash flow pressures often created by the low collection on student debt, and saw our cash reserves at year end at R1 292 million (2017: R559 million).

Despite the increase in NSFAS funding, we still have a significant number of students in the 'missing middle' category who struggle to settle their fees. In response to the needs of this group of students, and as in the past years, the University designated R20 million of its operating budget, complemented by R197 million raised through the Missing Middle Fundraising Campaign, to assist with the fees of 3 718 students who would otherwise not have been able to study in 2018.

Our outstanding student debt remains a concern at R386 million (2017: R371 million). However, in line with its strategy, the University continues to invest heavily in providing funded access for students from our most vulnerable communities, with 10% of our operating budget allocated to financial assistance to low income and missing middle students.

Our actual expenses for the year were at 98% of budget (budget: R3.612 billion vs actual R3.549 billion). This is despite additional costs incurred during the year that were not anticipated. These include the staff salary cost adjustment approved by Council to close the gap between UJ salaries and the sector; seed funding for the Johannesburg Business School and online programmes; as well as provision for the unbilled utility accounts. A large component of the cost saving is from vacant positions not filled during the year, as well as other deliberate cost containment measures.

With remuneration costs accounting for 64% of the operating budget, reforms were introduced to manage the costs and balance the academic to support staff ratio, without compromising our ability to fulfil the University strategy. These reforms include a moratorium on filling vacant positions within support divisions and a review of the staff benefits and rewards.

We have also put a significant amount of effort into ensuring that our procurement practices are aligned to best practice, to ensure that our sourcing strategy accurately addresses UJ's context, reduces our costs and contributes towards improving our B BEE Scorecard. These include a proactive procurement approach underpinned by proper needs analysis, streamlined sourcing within the University and introduction of key strategic contracts to maximise value for money and economies of scale.

The comprehensive and consolidated operating result of both the budget and the non-budget cost centres as well as subsidiary entities is a surplus of R26 million (2017: R257 million). The decline is as a result of the poor performance of our long-term investment in equity markets in the last quarter of 2018.

Our financial position remains strong with consolidated net assets of R5.7 billion (2017: R5.6 billion). The amount invested in infrastructure developments during the year is R245 million, mainly towards student residences and academic venues.

Continued vigilance on good governance is our focus, to enable the University to remain financially sustainable, re-establish its commercialisation activities and thereby generate the much-needed third-stream income. Despite the uncertainty on future tuition and residence fee increases, our outlook remains positive with our long-term commitments informed by the five-year financial plan that is revised annually after taking into consideration all emerging risks. We are convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2019 and beyond.

Kone Gugushe (Ms)

Chairperson: Financial Sustainability Committee of Council





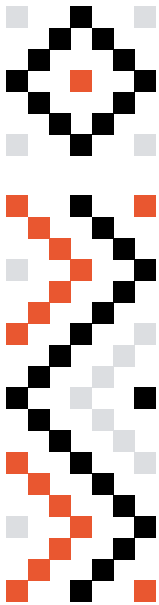


Consolidated and Separate Annual Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2018

CONTENTS

Statement of responsibility of the Members of Council	428
Report of the independent auditors	429-436
Consolidated and separate statement of financial position	437
Consolidated and separate statement of profit or loss and other comprehensive income	438
Consolidated and separate statement of changes in equity	439-440
Consolidated and separate statement of cash flows	441
Notes to the consolidated and separate financial statements	442-494
Department of Higher Education and Training consolidated and separate statement of profit and loss and other comprehensive income	495-498



Statement of Responsibility of the Members of Council

FOR THE YEAR ENDED 31 DECEMBER 2018

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate annual financial statements.

The consolidated and separate financial statements presented on pages 437 to 498 of this Annual Report for 2018 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated and separate annual financial statements.

The consolidated and separate annual financial statements have been audited by PricewaterhouseCoopers Inc., who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

APPROVAL OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate financial statements presented on pages 437 to 498 of this Annual Report were approved by the Council on 13 June 2019 and signed on its behalf by:

MS Teke
Chair of Council

T Marwala (Prof)
Vice-Chancellor and Principal

N Mamorare
Chief Financial Officer



INDEPENDENT AUDITORS REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

REPORT ON THE AUDIT OF THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

Opinion

We have audited the annual consolidated and separate financial statements of the University of Johannesburg and its subsidiaries (the group) set out on pages 437 to 498, which comprise the consolidated and separate statement of financial position as at 31 December 2018, the consolidated and separate statement of profit and loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, as well as the notes to the consolidated and separate annual financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate annual financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of Johannesburg and its subsidiaries as at 31 December 2018, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated and separate annual financial statements section of our report.

We are independent of the group in accordance with section 290 and 291 of the Independent Regulatory Board for Auditors' *Code of professional conduct for Registered Auditors (Revised January 2018)*, parts 1 and 3 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised November 2018)* (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants* (including International Independence Standards) respectively.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

PricewaterhouseCoopers Inc., 4 Lisbon Lane, Waterfall City, Jukskei View 2090
Private Bag X36, Sunninghill 2157, South Africa
T: +27 (0) 11 797 4000, F: +27 (0) 11 209 5800, www.pwc.co.za

Chief Executive Officer: T D Shango

Management Committee: S N Madikane, J S Masondo, P J Mothibe, C Richardson, F Tonelli, C Volschenk

The Company's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukskei View where a list of directors' names is available for inspection.
Reg. no. 1996/012055/21, VAT reg.no. 4950174682

Responsibilities of Council for the annual financial statements

The council is responsible for the preparation and fair presentation of the consolidated and separate annual financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) and for such internal control as the council determines is necessary to enable the preparation of consolidated and separate annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate annual financial statements, the council is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate annual financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate annual financial statements.

A further description of our responsibilities for the audit of the consolidated and separate annual financial statements is included in the annexure to this auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the University. We have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.



We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2018:

Objectives	Pages in the annual report
Objective 1: Excellence in Research and Innovation - 1. Total number of accredited research output units (n-1)	66
Objective 2: Excellence in Teaching and Learning - 9. Total headcount enrolment (n) - 11. First-time entering undergraduates - 13. UG: Degrees - 17. Total PG enrolment - 18. Degree credit success rates (n-1) - 19. Total graduation rate and output (n1) - 20. UG graduation rate and output (n1) - 24. Total PG Output (n1)	67-69
Objective 6: Fitness for Global Excellence and Stature - 25. Balanced annual budget and five-year financial plan - 26. Staff with doctorates	70

We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not raise any material findings on the usefulness and reliability of the reported performance information for these objectives.

Achievement of planned targets

Refer to the annual performance report on pages 65 to 70 for information on the achievement of planned targets for the year and explanations provided for the under/ over achievement of a number of targets.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the compliance of the University with specific matters in key

legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not raise material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

OTHER INFORMATION

The council is responsible for the other information. The other information comprises the information included in the document titled "University of Johannesburg Annual Report 2018" which includes the Chairperson of Council Report, the Vice-Chancellor and Principal Report to Council, Council, Council and Council Committees' Governance Report, Senate and Senate Committees' Governance Report, Institutional Forum (IF) Report, Report from the Audit and Risk Committee of Council (ARCC), Report on the DHET Annual Performance Plan 2018 of the University of Johannesburg, Financial Sustainability Report (Section 16), Transformation Report (Section 5), Statement on Risk Management (Section 4) and Chairperson of Council Finance Committee Report as required by the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) . The other information does not include the consolidated and separate annual financial statements, the auditor's report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

Our opinion on the annual financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate annual financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INTERNAL CONTROL DEFICIENCIES

We considered internal control relevant to our audit of the consolidated and separate annual financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.

OTHER REPORTS

We draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the University's annual financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the annual financial statements or our findings on the reported performance information or compliance with legislation.



Audit-related services and special audits - Agreed-upon procedures

Agreed-upon procedures on certificates were performed for grants, other funding and similar items. Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2018.

Engagement name	Description of engagement	Period-end	Name of party performing the engagement	Date
NGAP	Verification procedures performed over the grant received from DHET relating to New Generation of Academics Programme and its correct utilization.	31/03/2019	SizweNtsaluba Gobodo Grant Thornton	29 May 2019
DHET Foundation grant utilisation	Verification procedures performed over the grant received from DHET and its correct utilization.	31/03/2019	SizweNtsaluba Gobodo Grant Thornton	29 May 2019
TIA grant utilisation	Verification procedures performed over the grant received from the Technology Innovation Agency and its correct utilization.	31/03/2019	SizweNtsaluba Gobodo Grant Thornton	13 June 2019
NRF	Verification procedures performed over the grant received from National Research Foundation and its correct utilization.	31/12/2018	SizweNtsaluba Gobodo Grant Thornton	7 March 2019
Confucius Institute	Verification procedures performed over the grant received from the Institute and its correct utilization.	31/12/2018	SizweNtsaluba Gobodo Grant Thornton	6 June 2019

Health Science Clinical Grants	Verification procedures performed over the grant received and its correct utilization.	31/3/2019	SizweNtsaluba Gobodo Grant Thornton	27 May 2019
Teaching development collaboration grant	Verification procedures performed over the grant received from DHET and its correct utilization.	31/3/2019	SizweNtsaluba Gobodo Grant Thornton	29 May 2019
Mintek grant utilisation	Verification procedures performed over the grant received from Mintek and its correct utilization.	31/12/2018	SizweNtsaluba Gobodo Grant Thornton	18 April 2019
DHET Infrastructure development	Verification procedures performed over the grant received from DHET and its correct utilization.	31/3/2019	SizweNtsaluba Gobodo Grant Thornton	27 May 2019
HEAIDS Global Fund	Verification procedures performed over the grant received from USAF and its correct utilization.	31/3/2019	SizweNtsaluba Gobodo Grant Thornton	29 May 2019
HEMIS	Verification of various information relating to the HEMIS submission to DHET.	31/12/2018	PwC	Not completed
Financial Data	Verification of financial data from the annual financial statements.	31/12/2018	PwC	21 June 2019
Research Articles	Verification of research journals.	31/12/2018	PwC	29 May 2019
CCRED DTI Agreed Upon Procedures	Verification procedures performed over the grant received from DTI and its correct utilization.	31/3/2018	PwC	20 March 2019

PricewaterhouseCoopers Inc.
PricewaterhouseCoopers Inc.
Director: R. Ramdhany
Registered Auditor
Johannesburg
24 June 2019



Annexure – Auditors’ responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate annual financial statements, and the procedures performed on reported performance information for selected objectives and on the University’s compliance with respect to the selected subject matters.

Annual financial statements

2. In addition to our responsibility for the audit of the consolidated and separate annual financial statements as described in this auditor’s report, we also:
 - Identify and assess the risks of material misstatement of the consolidated and separate annual financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University’s internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
 - Conclude on the appropriateness of the council’s use of the going concern basis of accounting in the preparation of the annual financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Johannesburg and its subsidiaries ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the annual financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the annual financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause a University to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
 - Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated annual financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

3. We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
4. We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and where applicable, related safeguards.



**CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2018**

		Consolidated		University	
	Notes	2018 R'000	2017 R'000	2018 R'000	2017 R'000
ASSETS					
Non-current assets		5 943 083	5 922 679	5 144 821	5 096 918
Property, plant and equipment	3	2 373 280	2 243 459	2 240 782	2 153 133
Intangible assets	4	14 428	24 282	10 152	12 659
Investments in subsidiaries, associates and joint ventures	5	24 511	18 523	118 981	118 994
Financial asset at fair value through profit or loss	6	3 468 682	-	2 712 724	-
Available-for-sale financial assets	6	-	3 571 391	-	2 747 108
Long term employee benefits	15	62 182	65 024	62 182	65 024
Current Assets					
		1 762 926	939 268	1 708 060	881 214
Inventories	7	4 648	6 150	4 648	5 883
Trade and other receivables	8	466 379	374 445	448 710	364 071
- Students fees		248 358	188 753	243 892	185 305
- Other receivables		218 021	185 692	204 818	178 766
Cash and cash equivalents	9	1 291 899	558 673	1 254 702	511 260
Total Assets		7 706 009	6 861 947	6 852 881	5 978 132
EQUITY AND LIABILITIES					
EQUITY					
Non-distributable reserves		2 377 066	2 853 927	2 248 023	2 593 708
Funds invested in property, plant and equipment		2 377 066	2 250 279	2 248 023	2 162 318
Non-current investment revaluation		-	603 648	-	431 390
Reserve funds		3 307 239	2 774 027	2 607 450	2 167 076
<i>Restricted use funds</i>		<i>1 003 743</i>	<i>1 098 445</i>	<i>535 705</i>	<i>543 783</i>
Student residences funds		124 804	112 374	124 803	112 373
Trust/donor/bursary funds		878 939	986 071	410 902	431 410
<i>Unrestricted use funds</i>		<i>2 303 496</i>	<i>1 675 582</i>	<i>2 071 745</i>	<i>1 623 293</i>
Designated/committed funds		727 409	749 973	727 409	749 973
Undesignated funds		1 576 087	925 609	1 344 336	873 320
Non-Controlling Interests		-	1	-	-
Total Equity		5 684 305	5 627 955	4 855 473	4 760 784
LIABILITIES					
Non-current liabilities		432 538	287 393	432 538	279 667
Trade, other payables and provisions	13	49 872	11 184	49 872	11 184
Borrowings	10	2 283	10 637	2 283	2 911
Deferred revenue	12	113 492	-	113 492	-
Long term employee benefit obligations	15	266 891	265 572	266 891	265 572
Current liabilities		1 589 166	946 599	1 564 870	937 681
Trade, other payables and provisions	13	1 192 760	715 057	1 182 294	721 879
Student deposits and accounts in credit	11	227 005	182 143	220 901	172 663
Borrowings	10	8 354	6 824	628	564
Deferred revenue	12	161 047	42 575	161 047	42 575
Total Liabilities		2 021 704	1 233 992	1 997 408	1 217 348
Total Equity and Liabilities		7 706 009	6 861 947	6 852 881	5 978 132

**CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2018**

	Notes	Consolidated		University	
		2018 R'000	2017 R'000	2018 R'000	2017 R'000
Revenue		4,005,985	3,618,610	3,992,775	3,606,323
State appropriations - subsidies and grants	16	1,945,660	1,720,674	1,945,660	1,720,674
Tuition and other fee income	17	1,850,296	1,690,948	1,837,086	1,678,661
Research income		210,029	206,988	210,029	206,988
Other operating income	21	394,762	484,953	390,336	451,551
Operating income		4,400,747	4,103,563	4,383,111	4,057,874
Personnel costs	14	(2,548,762)	(2,398,290)	(2,509,025)	(2,348,981)
Depreciation	3	(104,811)	(104,424)	(101,313)	(101,727)
Amortisation	4	(7,415)	(7,473)	(7,372)	(5,942)
Bursaries awarded	19	(440,915)	(471,059)	(440,915)	(471,059)
Other operating expenses	18	(1,330,568)	(1,191,435)	(1,351,109)	(1,190,773)
Operating (deficit)/surplus		(31,724)	(69,118)	(26,623)	(60,608)
Impairment (losses)	20	(15)	(86,920)	(14,841)	(97,986)
Investments fair value (losses)/gains	31	(206,731)	188,793	(148,372)	157,852
Income from investments	22	242,581	180,458	208,792	152,987
Finance income	23	27,623	50,644	26,021	49,412
Finance costs	23	(6,199)	(6,768)	(4,655)	(4,542)
Surplus for the year		25,535	257,089	40,322	197,116
Other comprehensive income/(loss)					
Items that may be subsequently reclassified to profit or loss					
Fair value adjustments on available-for-sale financial assets	6	-	164,902	-	91,414
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'		-	(188,793)	-	(157,852)
Increase/(decrease) in fair value of investments		-	353,695	-	249,266
Items that will not be subsequently reclassified to profit or loss					
Actuarial gains on defined benefit plans	15	12,503	14,652	12,503	14,652
Total comprehensive income for the year		38,038	436,643	52,825	303,182
Surplus for the year attributable to:					
- University		25,535	257,596	40,322	197,116
- Non-Controlling Interests		-	(507)	-	-
		25,535	257,089	40,322	197,116
Total comprehensive income attributable to:					
- University		38,038	437,150	52,825	303,182
- Non-Controlling Interests		-	(507)	-	-
		38,038	436,643	52,825	303,182



CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2018

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Controlling Interests R'000	Non-Current Investment Revaluation R'000	Funds Invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2018	925 609	749 973	1 675 582	986 071	112 374	1 098 445	1	603 648	2 250 279	5 627 955
Transfer due to change in accounting policy (note 32)	645 512	-	645 512	-	-	-	-	(603 648)	-	41 864
Surplus for the year	66 354	-	66 354	(41 765)	946	(40 819)	-	-	-	25 535
Actuarial gains and (losses) on defined benefit plans	12 503	-	12 503	-	-	-	-	-	-	12 503
Total comprehensive income	724 369	-	724 369	(41 765)	946	(40 819)	-	(603 648)	-	79 902
Movement in funds	(73 891)	(22 564)	(96 455)	(65 367)	11 484	(53 883)	(1)	-	126 787	(23 552)
Balance as at 31 December 2018	1 576 087	727 409	2 303 496	878 939	124 804	1 003 743	-	-	2 377 066	5 684 305
Balance as at 01 January 2017	1 445 171	39 242	1 484 413	1 084 814	102 136	1 186 950	3 007	438 746	2 080 933	5 194 049
Surplus for the year	146 101	-	146 101	101 983	9 512	111 495	(507)	-	-	257 089
Actuarial gains and (losses) on defined benefit plans	14 652	-	14 652	-	-	-	-	164 902	-	179 554
Transactions in the Non-Controlling Interests	-	-	-	-	-	-	(2 737)	-	-	(2 737)
Total comprehensive income	160 753	-	160 753	101 983	9 512	111 495	(3 244)	164 902	-	433 906
Movement in funds	(880 315)	710 731	30 416	(200 726)	726	(200 000)	238	-	169 346	-
Balance as at 31 December 2017	925 609	749 973	1 675 582	986 071	112 374	1 098 445	1	603 648	2 250 279	5 627 955

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.





CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2018

University	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
Balance as at 01 January 2018	873,320	749,973	1,623,293	431,410	112,373	543,783	431,390	2,162,318	4,760,784
Transfer due to change in accounting policy (note 32)	473,254		473,254			-	(431,390)		41,864
Surplus for the year	50,382	-	50,382	(12,154)	2,094	(10,060)	-	-	40,322
Actuarial gains and (losses) on defined benefit plans	12,503	-	12,503	-	-	-	-	-	12,503
Total comprehensive income	536,139	-	536,139	(12,154)	2,094	(10,060)	(431,390)	-	52,825
Movement in funds	(65,123)	(22,564)	(87,687)	(8,354)	10,336	1,982	-	85,705	-
Balance as at 31 December 2018	1,344,336	727,409	2,071,745	410,902	124,803	535,705	-	2,248,023	4,855,473
Balance as at 01 January 2017	1,329,132	81,028	1,410,160	446,601	166,018	612,619	339,976	2,094,847	4,457,602
Surplus for the year	134,884	-	134,884	52,000	10,232	62,232	-	-	197,116
Other comprehensive (loss)/income	14,652	-	14,652	-	-	-	91,414	-	106,066
Total comprehensive income	149,536	-	149,536	52,000	10,232	62,232	91,414	-	303,182
Movement in funds	(605,348)	668,945	63,597	(67,191)	(63,877)	(131,068)	-	67,471	-
Balance as at 31 December 2017	873,320	749,973	1,623,293	431,410	112,373	543,783	431,390	2,162,318	4,760,784

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

**CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2018**

	Notes	Consolidated		University	
		2018 R'000	2017 R'000	2018 R'000	2017 R'000
Cash flows from operating activities					
Cash generated from operations	25	708,204	254,117	703,078	269,928
Finance cost	23	(6,199)	(6,768)	(4,655)	(4,542)
Finance income	23	27,623	50,644	26,021	49,412
Net cash generated from operating activities		729,628	297,993	724,444	314,798
Cash flows from investing activities					
Purchases of property, plant and equipment	3	(236,230)	(174,423)	(190,519)	(173,310)
Proceeds from disposal of property, plant and equipment	25	1,685	1,811	1,591	1,821
Proceeds/(Purchases) of intangible assets	4	4,510	(5,733)	(4,253)	(3,062)
Purchase of investments	6	(1,501,995)	(1,325,379)	(1,268,544)	(878,038)
Proceeds from sale of fair value/available-for-sale financial assets		1,505,842	1,337,866	1,286,710	882,259
(Increase)/Decrease in loans to related parties	27	(5,972)	-	(14,216)	-
Interest income	22	185,037	125,765	168,890	110,598
Dividends received	22	57,544	54,693	39,902	42,389
Net cash (outflow)/inflow from investing activities		10,421	14,600	19,561	(17,343)
Cash flows from financing activities					
Repayments of borrowings	10	(6,824)	(5,516)	(564)	(506)
Net cash flows from financing activities		(6,824)	(5,516)	(564)	(506)
Net increase in cash and cash equivalents		733,226	307,077	743,442	296,950
Cash and cash equivalents at beginning of the year		558,673	251,596	511,260	214,310
Cash and cash equivalents at end of the year	9	1,291,899	558,673	1,254,702	511,260



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

1 General information

The consolidated and separate financial statements were authorised for issue by the Council on 13 June 2019.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rand (thousands, except as disclosed in note 29 which is not in thousands).

2.1 Basis of presentation

The consolidated and separate financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended ("IFRS").

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets – measured at fair value, and
- defined benefit pension plans – plan assets measured at fair value.

The University has applied the following standards and amendments for the first time for their annual reporting period commencing 1 January 2018:

- IFRS 9 Financial Instruments
- IFRS 15 Revenue from Contracts with Customers

The University had to change its accounting policies, this is disclosed in note 32. The amendments listed above did not have any impact on the amounts recognised in prior periods, as the modified retrospective approach was applied.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated and separate financial statements are disclosed in note 28.

2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the short to medium term.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continues to adopt the going concern basis in preparing its annual consolidated and separate financial statements.

2.1.2 Changes in accounting policies and disclosures

During the year, the following amendments to IFRS became effective:

	Effective date: Years beginning on or after	Impact:
Amendment to IAS 40, 'Investment property' Transfers of investment property - These amendments clarify that to transfer to, or from, investment properties there must be a change in use. To conclude if a property has changed use there should be an assessment of whether the property meets the definition. This change must be supported by evidence.	01 January 2018	Not material
IFRIC 22, 'Foreign currency transactions and advance consideration' - This IFRIC addresses foreign currency transactions or parts of transactions where there is consideration that is denominated or priced in a foreign currency. The interpretation provides guidance for when a single payment/receipt is made as well as for situations where multiple payment/receipts are made. The guidance aims to reduce diversity in practice.	01 January 2018	Not material
IFRS 9 'Financial Instruments' (2009 & 2010), Financial liabilities, Derecognition of financial instruments, Financial assets and General hedge accounting - This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of	01 January 2018	Implemented from effective date (note 32).
IFRS 15 'Revenue from contracts with customers' - IFRS 15 is a single, comprehensive revenue recognition model for all contracts with customers to achieve greater consistency in the recognition and presentation of revenue. Revenue is recognised based on the	01 January 2018	Implemented from effective date (note 32).
Amendment to IFRS 15 'Revenue from contracts with customers' - The amendments clarify the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation).	01 January 2018	Implemented from effective date (note 32).



2.1.3 Changes in accounting policies and disclosures - not yet effective

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

	Effective date: Years beginning on or after	Expected impact:
<p>IFRS 16 'Leases' - This standard replaces the current guidance in IAS 17 and is a far reaching change in accounting by lessees in particular. Under IAS 17, lessees were required to make a distinction between a finance lease (on balance sheet) and an operating lease (off balance sheet). IFRS 16 now requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard. Under IFRS 16, a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. IFRS 16 supersedes IAS 17, 'Leases', IFRIC 4, 'Determining whether an Arrangement contains a Lease', SIC 15, 'Operating Leases – Incentives' and SIC 27, 'Evaluating the Substance of Transactions Involving the Legal Form of a Lease'.</p>	01 January 2019	<p>Management has performed a high level impact assessment and are expecting an increase in the right of use assets with a corresponding increase in liabilities.</p> <p>There is expected to be an increase in finance costs and depreciation relating to the right of use asset. This is expected to have an immaterial impact on the annual financial statements.</p>
<p>Amendment to IAS 1, 'Presentation of financial statements' and IAS 8, 'Accounting policies, changes in accounting estimates and errors' on the definition of material. These amendments to IAS 1 and IAS 8 and consequential amendments to other IFRSs:</p> <ul style="list-style-type: none"> • use a consistent definition of materiality through IFRSs and the Conceptual Framework for Financial Reporting; • clarify the explanation of the definition of material; and • incorporate some of the guidance in IAS 1 about immaterial information. <p>The amended definition is:</p> <p>"Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity."</p>	01 January 2020	Not material
<p>Amendments to IAS 19, 'Employee benefits' on plan amendment, curtailment or settlement. These amendments require an entity to:</p> <ul style="list-style-type: none"> • Use updated assumptions to determine current service cost and net interest for the remainder of the period after a plan amendment, curtailment or settlement; and • Recognise in profit or loss as part of past service cost, or a gain or loss on settlement, any reduction in a surplus (recognised or unrecognised). This reflects the substance of the transaction, because a surplus that has been used to settle an obligation or provide additional benefits is recovered. The impact on the asset ceiling is recognised in other comprehensive income, and it is not reclassified to profit or loss. The impact of the amendments is to confirm that these effects are not offset. 	01 January 2019	Not material
<p>Amendment to IFRS 3, 'Business combinations'</p> <p>Definition of a business. This amendment revises the definition of a business. According to feedback received by the IASB, application of the current guidance is commonly thought to be too complex, and it results in too many transactions qualifying as business combinations. More acquisitions are likely to be accounted for as asset acquisitions. To be considered a business, an acquisition would have to include an input and a substantive process that together significantly contribute to the ability to create outputs. The new guidance provides a framework to evaluate when an input and a substantive process are present (including for early stage companies that have not generated outputs). To be a business without outputs, there will now need to be an organised workforce.</p>	01 January 2020	Not material
<p>Amendments to IFRS 9 – 'Financial instruments' on prepayment features with negative compensation and modification of financial liabilities. The narrow-scope amendment covers two issues:</p> <ul style="list-style-type: none"> • The amendments allow companies to measure particular prepayable financial assets with so-called negative compensation at amortised cost or at fair value through other comprehensive income if a specified condition is met-instead of at fair value through profit or loss. It is likely to have the biggest impact on banks and other financial services entities. • How to account for the modification of a financial liability. The amendment confirms that most such modifications will result in immediate recognition of a gain or loss. This is a change from common practice under IAS 39 today and will affect all kinds of entities that have renegotiated borrowings. 	01 January 2019	Not material
<p>Amendments to IAS 28, 'Investments in associates and joint ventures' – long-term interests in associates and joint ventures. The amendments clarified that companies account for long-term interests in an associate or joint venture, to which the equity method is not applied, using IFRS 9.</p>	01 January 2019	Not material

2.2 Basis of Consolidation

2.2.1 Subsidiaries

a) Acquisition of subsidiaries

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the University. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Subsidiaries are fully consolidated from the date on which control is transferred to the University.

The University recognised any non-controlling interests in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement.

Any contingent consideration to be transferred by the University is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains and losses on transactions between group companies are eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the University's accounting policies.

b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(c) Disposal of subsidiaries

When the University ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the University had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of profit or loss and comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates.

Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.



2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - o Restricted funds
 - o Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- o National Research Foundation and similar funds – restricted use
- o Endowment funds – restricted use
- o Bursaries and scholarship funds – restricted use
- o Residences funds - restricted use
- o Funds attributable to fair value adjustments
- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of "unrestricted funds". Under the grouping "Designated-use funds" a further category is used, namely "Committed funds", this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
 - o Personal research funds
 - o Departmental reserve funds
 - o Departmental bursaries funds
 - o Division reserve funds
 - o Bursaries and scholarships
 - o Maintenance of property, plant and equipment
 - o Replacement of plant and equipment
 - o Acquisition of library and art collections
- Committed funds
 - o Capital projects
 - o Future pension fund shortfalls

b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of profit or loss and comprehensive income.

All foreign exchange gains and losses are presented in the statement of profit or loss and comprehensive income within 'other operating expenses'.

2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The carrying amount of a replaced part is derecognised.

Library purchases are written-off in the year of acquisition as these mainly have useful life of less than a year.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 to 100 years
Building Lifts	40 years
Air-conditioner plants	20 years
Electric generators	20 years
Air-conditioners	15 years
Uninterrupted power supply	15 years
Furniture and equipment (including gas boilers)	10 to 12 years
Computer equipment	5 to 7 years
Vehicles	10 years
Network and mainframe computer equipment	6 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of profit or loss and comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R15 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating surplus/(losses).

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years, on the straight line basis.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.



2.8 Financial assets

2.8.1 Classification

From 1 January 2018, the University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Trade and other receivables

The University classifies its financial assets at amortised cost only if both of the following criteria are met:

- the asset is held within a business model with the objective of collecting the contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding.

They are included in current assets, except for maturities greater than 12 months after the reporting date, which are classified as non-current assets.

The University's trade receivables comprise student receivables, which are amounts due by customers for the services performed in the ordinary course of business. The University holds student receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

Other receivables are amounts that generally arise from transactions outside the usual operating activities of the University.

b) Fair value financial assets through profit and loss

The University classifies the financial assets as fair value through profit or loss, as the cash flows from the instruments are not solely payments of principal and interest. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

Mandated external investment managers carry out the investment of the University's funds. The funds are managed in three separate Balanced Fund Portfolios. The main objective of these portfolios is long term growth.

2.8.2 Recognition and measurement

Financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Financial assets are subsequently carried at fair value through profit or loss. Changes in the fair value of financial assets at fair value through profit or loss are recognised in other gains/(losses) in the statement of profit or loss and other comprehensive income as applicable. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted closing prices as this is most representative of fair value in the circumstance.

Dividends on investments are recognised in the statement of profit or loss and comprehensive income as part of other income when the University's right to receive payments is established.

2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Trade and other receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the non-registration of a student, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments resulting in a breach of contract.

Impairment losses on trade and other receivables are presented as net impairment losses within the statement of profit or loss and comprehensive income. When a trade or other receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease is due to a change in assumption, the reversal of the previously recognised impairment loss is recognised in the statement of profit or loss and comprehensive income.

2.8.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of profit or loss and comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.13 Employee obligations

2.13.1 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of profit or loss and comprehensive income, within 'personnel' costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

In determining whether the University has access to a surplus on the plans, the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.



2.13.2 Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement profit or loss and of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

2.13.3 Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

2.14 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

As indicated in note 32, the University has adopted IFRS 15 from 1 January 2018, Revenue from Contracts with customers. This resulted in no material changes in accounting policies or adjustments to the amounts recognised in the financial statements.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measureable until all contingencies relating to the activity have been resolved.

2.14.1 Tuition and other fee income

Revenue from tuition and other related fees and residence fees, is recognised over time. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

2.14.2 State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.14.3 Research income

a) Research income in the scope of IAS 20

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

Research income is recognised and accounted under IAS 20.

b) Research income in the scope of IFRS 15

Research income within the scope of IFRS 15 is recognised over time. The amount of research income in the scope of IFRS 15 is not material.

2.14.4 Donations

Bursary donations are recognised on receipt of contract. These donations are included in 'other operating income' in the statement of profit or loss and comprehensive income and/or in 'student deposits and accounts in credit' in the statement of financial position, depending on the contract.

Other donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of profit or loss and comprehensive income.

2.14.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of profit or loss and comprehensive income.

2.14.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.14.7 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

There are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, is transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

2.14.8 Rental income

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of profit or loss and comprehensive income over the period of the lease.

2.14.9 Finance income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

2.15 Accounting for leases

2.15.1 Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.16 Government grants

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of profit or loss and comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.17 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of profit or loss and comprehensive income.

2.18 Provisions

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.



2.19 Tax

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

2.19.1 Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

2.19.2 Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses and unused STC credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused STC credits can be utilised. Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

2.20 Deferred Compensation

Deferred compensation is a benefit to exceptional performers identified within the University. The main purpose was for the University to establish a mechanism to position itself to attract and retain talent on a more sustainable basis. The scheme is based on a 3 year withdrawal cycle where the identified employee is required to display consistent achievement, demonstrate exemplary leadership and should be going beyond the call of duty.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

3 Property, plant and equipment

Consolidated	Land & Buildings R'000	Building Lifts R'000	Furniture & equipment R'000	Mainframe computer equipment R'000	Computer equipment R'000	Uninterrupted power supply R'000	Air-conditioners R'000	Air-conditioner plants R'000	Vehicles R'000	Electric generators R'000	Total R'000
2018											
Gross carrying amount as at 1 January 2018	1,951,734	54,880	688,313	137,398	41,887	66,987	44,430	15,240	53,731	21,428	3,076,028
Additions during the year	59,224	3,352	148,037	8,075	10,849	86	5,273	-	846	488	236,230
Disposals during the year	-	-	(7,109)	(3,669)	(9,365)	-	(79)	-	(11,464)	(234)	(31,920)
Gross carrying amount as at 31 December 2018	2,010,958	58,232	829,241	141,804	43,371	67,073	49,624	15,240	43,113	21,682	3,280,338
Accumulated depreciation as at 1 January 2018	(332,741)	(10,768)	(268,041)	(82,559)	(30,008)	(42,905)	(16,068)	(3,255)	(35,507)	(10,717)	(832,569)
Current year depreciation	(20,553)	(1,350)	(56,070)	(13,044)	(4,378)	(2,189)	(2,949)	(725)	(2,831)	(722)	(104,811)
Depreciation on disposals made during the year	-	-	6,215	3,616	9,325	-	69	-	11,023	74	30,322
Accumulated depreciation as at 31 December 2018	(353,294)	(12,118)	(317,896)	(91,987)	(25,061)	(45,094)	(18,948)	(3,980)	(27,315)	(11,365)	(907,058)
Net carrying amount											
Cost as at 31 December 2018	2,010,958	58,232	829,241	141,804	43,371	67,073	49,624	15,240	43,113	21,682	3,280,338
Accumulated depreciation as at 31 December 2018	(353,294)	(12,118)	(317,896)	(91,987)	(25,061)	(45,094)	(18,948)	(3,980)	(27,315)	(11,365)	(907,058)
Net carrying amount as at 31 December 2018	1,657,664	46,114	511,345	49,817	18,310	21,979	30,676	11,260	15,798	10,317	2,373,280

Assets with zero net carrying value as at 31 December 2018 included in the balances above (cost price).

During 2018, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation.

The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value.

As of 31 December 2018, included in the carrying amount for Land & Buildings, is property to the value of R62 748 (2017: R11 441) that is still under construction.

As of 31 December 2018, assets to the accumulated amount of R646 598 (2017: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2018, included in the carrying amount for Land & Buildings, is Land to the value of R112 168 (2017: R112 168).

6,271

144,733

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

3 Property, plant and equipment

Consolidated	Network & Mainframe													
	Land & Buildings R'000	Building Lifts R'000	Furniture & equipment R'000	computer equipment R'000	Computer equipment R'000	Uninterrupted power supply R'000	Air-conditioners R'000	Air-conditioner plants R'000	Vehicles R'000	Electric generators R'000	Total R'000			
2017														
Gross carrying amount as at 1 January 2017	1,910,048	46,495	613,713	108,212	39,912	66,920	37,630	15,240	54,018	17,775	2,909,963			
Additions during the year	41,686	8,385	78,107	29,820	4,008	67	6,800	-	1,897	3,653	174,423			
Disposals during the year	-	-	(3,507)	(634)	(2,033)	-	-	-	(2,184)	-	(8,358)			
Gross carrying amount as at 31 December 2017	1,951,734	54,880	688,313	137,398	41,887	66,987	44,430	15,240	53,731	21,428	3,076,028			
Accumulated depreciation as at 1 January 2017	(310,371)	(9,492)	(225,699)	(60,345)	(28,052)	(40,720)	(13,392)	(2,529)	(34,021)	(10,153)	(734,774)			
Current year depreciation	(22,370)	(1,276)	(45,037)	(22,848)	(3,933)	(2,185)	(2,676)	(726)	(2,809)	(564)	(104,424)			
Depreciation on disposals made during the year	-	-	2,695	634	1,977	-	-	-	1,323	-	6,629			
Accumulated depreciation as at 31 December 2017	(332,741)	(10,768)	(268,041)	(82,559)	(30,008)	(42,905)	(16,068)	(3,255)	(35,507)	(10,717)	(832,569)			
Net carrying amount														
Cost as at 31 December 2017	1,951,734	54,880	688,313	137,398	41,887	66,987	44,430	15,240	53,731	21,428	3,076,028			
Accumulated depreciation as at 31 December 2017	(332,741)	(10,768)	(268,041)	(82,559)	(30,008)	(42,905)	(16,068)	(3,255)	(35,507)	(10,717)	(832,569)			
Net carrying amount as at 31 December 2017	1,618,993	44,112	420,272	54,839	11,879	24,082	28,362	11,985	18,224	10,711	2,243,459			

Assets with zero net carrying value as at 31 December 2017 included in the balances above (cost price).

As of 31 December 2017, included in the carrying amount for Land & Buildings is property to the value of R11 441 (2016: R141 385) that is still under construction.

As of 31 December 2017, assets to the accumulated amount of R642 855 (2016: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2017, included in the carrying amount for Land & Buildings is Land to the value of R112 168 (2016: R112 168).





NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

3 Property, plant and equipment

University	Land & Buildings R'000	Building Lifts R'000	Furniture & equipment R'000	Network & Mainframe computer equipment R'000	Computer equipment R'000	Uninterrupted power supply R'000	Air-conditioners R'000	Air-conditioner plants R'000	Vehicles R'000	Electric generators R'000	Total R'000
2018											
Gross carrying amount as at 1 January 2018	1,841,554	49,960	686,211	137,398	39,717	66,987	44,360	15,238	53,432	21,427	2,956,284
Additions during the year	14,451	3,352	147,100	8,075	10,848	86	5,273	-	846	488	190,519
Disposals during the year	-	-	(6,951)	(3,669)	(9,237)	-	(79)	-	(11,429)	(234)	(31,599)
Gross carrying amount as at 31 December 2018	1,856,005	53,312	826,360	141,804	41,328	67,073	49,554	15,238	42,849	21,681	3,115,204
Accumulated depreciation as at 1 January 2018	(306,525)	(10,550)	(267,051)	(82,559)	(28,211)	(42,905)	(16,059)	(3,255)	(35,319)	(10,717)	(803,151)
Current year depreciation	(17,562)	(1,227)	(55,836)	(13,044)	(4,268)	(2,189)	(2,945)	(725)	(2,795)	(722)	(101,313)
Depreciation on disposals made during the year	-	-	6,081	3,616	9,205	-	69	-	10,997	74	30,042
Accumulated depreciation as at 31 December 2018	(324,087)	(11,777)	(316,806)	(91,987)	(23,274)	(45,094)	(18,935)	(3,980)	(27,117)	(11,365)	(874,422)
Net carrying amount											
Cost as at 31 December 2018	1,856,005	53,312	826,360	141,804	41,328	67,073	49,554	15,238	42,849	21,681	3,115,204
Accumulated depreciation as at 31 December 2018	(324,087)	(11,777)	(316,806)	(91,987)	(23,274)	(45,094)	(18,935)	(3,980)	(27,117)	(11,365)	(874,422)
Net carrying amount as at 31 December 2018	1,531,918	41,535	509,554	49,817	18,054	21,979	30,619	11,258	15,732	10,316	2,240,782
Assets with zero net carrying value as at 31 December 2018 included in the balances above (cost price).	3,068	1,200	32,468	54,970	13,042	25,040	2,761	-	10,384	1,800	144,733

During 2018, the useful lives of specific Computer equipment and Network & Mainframe computer equipment asset categories were adjusted with the following reduction in current year depreciation. The reduction in depreciation will be recovered over the remaining useful lives of the asset, to the same value.

As of 31 December 2018, included in the carrying amount for Land & Buildings, is property to the value of R62 523 (2017: R11 441) that is still under construction.

As of 31 December 2018, assets to the accumulated amount of R646 598 (2017: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2018, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2017: R97 968).

6,271

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

3 Property, plant and equipment

University	Land & Buildings	Building Lifts	Furniture & equipment	Mainframe computer equipment	Computer equipment	Uninterrupted power supply	Air-conditioners				Air-conditioner plants	Vehicles	Electric generators	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2017														
Gross carrying amount as at 1 January 2017	1,800,164	42,290	611,704	108,212	37,749	66,920	37,561	15,238	53,720	17,774	2,791,332			
Additions during the year	41,390	7,670	78,014	29,820	4,001	67	6,799	-	1,896	3,653	173,310			
Disposals during the year	-	-	(3,507)	(634)	(2,033)	-	-	-	(2,184)	-	(8,358)			
Gross carrying amount as at 31 December 2017	1,841,554	49,960	686,211	137,398	39,717	66,987	44,360	15,238	53,432	21,427	2,956,284			
Accumulated depreciation as at 1 January 2017	(286,062)	(9,412)	(224,911)	(60,345)	(26,653)	(40,720)	(13,387)	(2,530)	(33,870)	(10,153)	(708,043)			
Current year depreciation	(20,463)	(1,138)	(44,833)	(22,848)	(3,527)	(2,185)	(2,672)	(725)	(2,772)	(564)	(101,727)			
Depreciation on disposals made during the year	-	-	2,693	634	1,969	-	-	-	1,323	-	6,619			
Accumulated depreciation as at 31 December 2017	(306,525)	(10,550)	(267,051)	(82,559)	(28,211)	(42,905)	(16,059)	(3,255)	(35,319)	(10,717)	(803,151)			
Net carrying amount														
Cost as at 31 December 2017	1,841,554	49,960	686,211	137,398	39,717	66,987	44,360	15,238	53,432	21,427	2,956,284			
Accumulated depreciation as at 31 December 2017	(306,525)	(10,550)	(267,051)	(82,559)	(28,211)	(42,905)	(16,059)	(3,255)	(35,319)	(10,717)	(803,151)			
Net carrying amount as at 31 December 2017	1,535,029	39,410	419,160	54,839	11,506	24,082	28,301	11,983	18,113	10,710	2,153,133			

Assets with zero net carrying value as at 31 December 2017 included in the balances above (cost price).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is property to the value of R11 441 (2016: R141 385) that is still under construction.

As of 31 December 2017, assets to the accumulated amount of R642 855 (2016: R642 855) were capitalised and written off in full as a result of government grants received (Note 2.16 and Note 12).

As of 31 December 2017, included in the carrying amount for Land & Buildings, is Land to the value of R97 968 (2016: R97 968).



NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

4 Intangible assets

Consolidated	Computer Software	Artwork	Total	Computer Software	Artwork	Total
	2018 R'000	2018 R'000	2018 R'000	2017 R'000	2017 R'000	2017 R'000
Period end						
Gross carrying amount						
Opening cost	55,821	1,276	57,097	50,172	1,192	51,364
Additions	-	183	183	5,649	84	5,733
Disposal	(4,693)	-	(4,693)	-	-	-
Total cost	51,128	1,459	52,587	55,821	1,276	57,097
Amortisation						
Opening balance	(32,815)	-	(32,815)	(25,342)	-	(25,342)
Amortisation charge for the year	(7,415)	-	(7,415)	(7,473)	-	(7,473)
Amortisation on disposals	2,071	-	2,071	-	-	-
Total accumulated amortisation	(38,159)	-	(38,159)	(32,815)	-	(32,815)
Net carrying amount						
Gross carrying amount as at 31 December	51,128	1,459	52,587	55,821	1,276	57,097
Accumulated amortisation as at 31 December	(38,159)	-	(38,159)	(32,815)	-	(32,815)
Net carrying amount as at 31 December	12,969	1,459	14,428	23,006	1,276	24,282

University	Computer Software	Artwork	Total	Computer Software	Artwork	Total
	2018 R'000	2018 R'000	2018 R'000	2017 R'000	2017 R'000	2017 R'000
Year ended 31 December						
Gross carrying amount						
Opening cost	42,389	1,276	43,665	39,411	1,192	40,603
Additions	4,697	183	4,880	2,978	84	3,062
Disposal	(627)	-	(627)	-	-	-
Total cost	46,459	1,459	47,918	42,389	1,276	43,665
Amortisation						
Opening balance	(31,006)	-	(31,006)	(25,064)	-	(25,064)
Amortisation charge for the year	(7,372)	-	(7,372)	(5,942)	-	(5,942)
Amortisation on disposals	612	-	612	-	-	-
Total accumulated amortisation	(37,766)	-	(37,766)	(31,006)	-	(31,006)
Net carrying amount						
Gross carrying amount as at 31 December	46,459	1,459	47,918	42,389	1,276	43,665
Accumulated amortisation as at 31 December	(37,766)	-	(37,766)	(31,006)	-	(31,006)
Net carrying amount as at 31 December	8,693	1,459	10,152	11,383	1,276	12,659



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

5 Investments in subsidiaries, associates and joint ventures

5.1 Investments in subsidiaries and other entities

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Cost of investment in commercial entities	-	-	108,086	108,086
Impairment of investments in commercial entities	-	-	(13,845)	(13,845)
Total loans to commercial entities (note 27.4)	4,961	407	77,464	64,085
Impairment of loans to commercial entities (note 27.4)	-	-	(72,274)	(57,448)
Other investments	4,432	4,416	4,432	4,416
	9,393	4,823	103,863	105,294

5.2 Investment in associates and joint ventures

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 38%. The company does not share the same year end as the University, as its year end is 28 February.

Upon decision of the joint shareholders, PTIP was put in business rescue in May 2018 with a view to orderly wind down the entity and maximize possible return from disposal of assets.

The business rescue plan which made provision for the orderly winding down of the company was published and voted on and adopted by the shareholders and creditors on 19 November 2018.

There were no changes to the University's shareholding in PTIP during 2018 and 2017.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Cost of investment – 1 January	-	9,141	-	9,141
Total loan to associate opening balance	93,963	93,963	93,963	93,963
Additional loan to associate	1,418	-	1,418	-
Accumulated impairment recognised - 1 January	(80,263)	(51,552)	(80,263)	(51,552)
Additional impairment of loan to associate	-	(28,711)	-	(28,711)
Plus: share of associate's post tax (loss)	-	-	-	-
Accumulated share of associate's post tax (loss)	-	-	-	-
Impairment of investment	-	(9,141)	-	(9,141)
Carrying amount of investment – 31 December	15,118	13,700	15,118	13,700

The unrecognised losses, as at 31 December 2017 is Consolidated R14 504 / University R14 504.

24,511	18,523	118,981	118,994
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Impairment losses

No further impairment losses were accounted for in 2018 due to the business rescue process currently underway. This will be reassessed once the process is completed. Impairment of the loan to PTIP was calculated to the amount of Consolidated R 0 / University R 0 (2017: Consolidated R28 711 / University R28 711).

6 Financial asset at fair value through profit or loss

Consolidated	Cost	Fair Value	Cost	Fair Value
	2018	2018	2017	2017
	R'000	R'000	R'000	R'000
Opening balance 1 January	3,006,865	3,571,391	2,776,863	3,205,124
Net additions and disposals during the year	281,596	266,282	288,211	259,574
(Impairment)/reversal of impairment of shares	-	-	(58,209)	(58,209)
Investments fair value(gains)/losses (note 31)	-	(368,991)	-	-
Available-for-sale fair value (gains)/losses	-	-	-	164,902
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments' (note 31)	-	-	-	(188,793)
Increase / (decrease) in fair value recognised in other comprehensive income	-	-	-	353,695
	3,288,461	3,468,682	3,006,865	3,571,391

Fair value financial assets include the following:

Government bonds and stocks	353,844	362,931	308,307	307,723
Listed - stocks and debentures	368,506	384,685	304,530	321,964
Listed - shares	2,210,873	2,362,249	1,834,382	2,384,969
Fixed deposits	61,649	63,020	63,058	71,200
Other deposits	267,571	269,777	460,856	464,684
Endowment policies	26,018	26,020	35,732	20,851
	3,288,461	3,468,682	3,006,865	3,571,391

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

6 Financial asset at fair value through profit or loss (continued)

University	Cost 2018 R'000	Fair Value 2018 R'000	Cost 2017 R'000	Fair Value 2017 R'000
Opening balance 1 January	2,352,132	2,747,108	2,137,700	2,467,023
Net additions and disposals during the year	233,585	206,911	255,505	229,744
(Impairment)/reversal of impairment of shares	-	-	(41,073)	(41,073)
Investments fair value(gains)/losses (note 31)	-	(241,295)	-	-
Available-for-sale fair value (gains)/losses	-	-	-	91,414
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments' (note 31)	-	-	-	(157,852)
Increase / (decrease) in fair value recognised in other comprehensive income	-	-	-	249,266
	2,585,717	2,712,724	2,352,132	2,747,108

Fair value financial assets include the following:

Government bonds and stocks	311,019	318,080	258,858	256,467
Listed - stocks and debentures	278,496	287,539	225,725	235,618
Listed - shares	1,691,162	1,798,805	1,378,658	1,769,319
Fixed deposits	61,649	63,019	63,058	71,200
Other deposits	217,371	219,262	390,101	393,653
Endowment policies	26,020	26,019	35,732	20,851
	2,585,717	2,712,724	2,352,132	2,747,108

A register of the investments can be obtained from the University of Johannesburg's Treasury office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies as at 31 December 2018. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The fair value financial assets are denominated in South African Rand (R).

These investments were presented as available-for-sale financial assets, through other comprehensive income/(loss) in the 2017 statement of financial position.

Impairment (losses)

Impairment indicators were identified at the 2017 year end, as per policy which lead to impairment testing of shares. Over and above the policy indicators was the extraordinary event of Steinhoff accounting irregularities. Therefore as per the requirements of IAS 39 in comparative year, the University did impair the investment in Steinhoff as there was objective evidence of impairment identified due to significant changes in the environment in which they operate, indicating that the cost of these shares might not be recovered. Subsequently, shares were impaired in 2017 to the amount of: Consolidated (R58 209) / University (R41 073).

7 Inventories

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Consumables at cost	4,648	6,150	4,648	5,883
	4,648	6,150	4,648	5,883

The cost of consumables recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R17 793 / University R17 793 (2017: Consolidated R17 211 / University R17 211).

The University does not hold any inventories as security.



8 Trade and other receivables

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Student receivables	933,418	454,490	928,952	451,042
Less: NSFAS and other student receipts	(547,439)	(83,665)	(547,439)	(83,665)
Less: Provision for impairment	(137,621)	(182,072)	(137,621)	(182,072)
Student receivables - net carrying amount	<u>248,358</u>	<u>188,753</u>	<u>243,892</u>	<u>185,305</u>
Other receivables	218,021	185,692	204,818	178,766
Advances and pre-payments	59,687	62,741	56,078	60,007
Deposits	3,249	3,157	2,671	2,578
Staff loans, receivables and advances	358	654	(43)	254
Value Added Tax	-	1,562	-	4,256
Interest and dividends receivable	-	440	-	440
Non-student receivables - net carrying amount	<u>154,727</u>	<u>117,138</u>	<u>146,112</u>	<u>111,231</u>
Non-student receivables	167,827	123,384	158,662	116,784
Less: Provision for impairment	(13,100)	(6,246)	(12,550)	(5,553)
	<u>466,379</u>	<u>374,445</u>	<u>448,710</u>	<u>364,071</u>

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any receivables as security.

Refer to note 26.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

Student receivables

As of 31 December 2018, student receivables of Consolidated R248 358 / University R243 892 (2017: Consolidated R188 753 / University R185 305) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Students enrolled in current year	<u>248,358</u>	<u>188,753</u>	<u>243,892</u>	<u>185,305</u>
	<u>248,358</u>	<u>188,753</u>	<u>243,892</u>	<u>185,305</u>

As of 31 December 2018, student receivables of Consolidated R137 621 / University R137 621 (2017: Consolidated R182 072 / University R182 072) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

Students enrolled in current year	5,389	65,955	5,708	66,235
Students enrolled in prior year	73,187	65,711	73,010	65,552
Students enrolled more than two years ago	59,045	50,406	58,903	50,285
	<u>137,621</u>	<u>182,072</u>	<u>137,621</u>	<u>182,072</u>

Movements in the provision for impairment of student receivables are as follows:

At 1 January				
Provision for impairment	182,072	253,491	182,072	252,877
Increase/(decrease) in provision for receivables impaired	4,158	(29,597)	4,158	(29,597)
Receivables written off during the year as uncollectible	(48,609)	(41,822)	(48,609)	(41,208)
At 31 December	<u>137,621</u>	<u>182,072</u>	<u>137,621</u>	<u>182,072</u>

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of profit or loss and comprehensive income. Amounts charged to the statement of profit or loss and other comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

8 Trade and other receivables (continued)

Other receivables:

As of 31 December 2018, other trade receivables of Consolidated R218 021 / University R204 818 (2017: Consolidated R185 692 / University R178 766) were fully performing.

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
The ageing of these receivables is as follows:				
Up to 3 months	218,021	185,692	204,818	178,766
3 to 6 months	-	-	-	-
	<u>218,021</u>	<u>185,692</u>	<u>204,818</u>	<u>178,766</u>

As of 31 December 2018, other trade receivables of Consolidated R13 100 / University R12 550 (2017: Consolidated R6 246 / University R5 553) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of the provision is as follows:

	2018 R'000	2017 R'000	2018 R'000	2017 R'000
3 to 6 months	4,042	1,927	3,872	1,713
Over 6 months	9,058	4,319	8,678	3,840
	<u>13,100</u>	<u>6,246</u>	<u>12,550</u>	<u>5,553</u>

Movements in the provision for impairment of other trade receivables are as follows:

	2018 R'000	2017 R'000	2018 R'000	2017 R'000
At 1 January	6,246	6,402	5,553	6,402
Provision for impairment	8,685	-	41,863	-
Receivables written-off during the year	(1,831)	(156)	(34,866)	(850)
At 31 December	<u>13,100</u>	<u>6,246</u>	<u>12,550</u>	<u>5,552</u>

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of profit or loss and other comprehensive income. Amounts charged to the statement of profit or loss and comprehensive income are generally written off when there is no expectation of recovering any additional amounts.

9 Cash and cash equivalents

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Call deposits, cash in the bank and cash on hand	208,444	176,302	171,247	128,889
Short term deposits	1,083,455	382,371	1,083,455	382,371
	<u>1,291,899</u>	<u>558,673</u>	<u>1,254,702</u>	<u>511,260</u>

The fair value of cash and cash equivalents approximates its carrying amount.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents. Management of credit risk is disclosed in note 26.

The following facilities have been approved by ABSA Bank:

	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Credit cards	2,000	2,000	2,000	2,000
Fleet cards	1,200	1,200	1,200	1,200
Letters of credit	2,000	2,000	2,000	2,000
ABSA housing scheme	500	500	500	500
Automated clearing bureau credits	15,900	15,900	15,900	15,900
Automated clearing bureau debits	4,500	4,500	4,500	4,500
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	3,000	3,000	3,000	3,000
Guarantees	1,119	1,119	1,119	1,119

The following facilities have been approved by Bidvest Bank:

	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Spot	50,000	50,000	50,000	50,000
Forward	50,000	-	50,000	-
Trade	10,000	-	10,000	-



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

10 Borrowings

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Borrowings	10,637	17,461	2,911	3,475
Current portion transferred to current liabilities	(8,354)	(6,824)	(628)	(564)
	<u>2,283</u>	<u>10,637</u>	<u>2,283</u>	<u>2,911</u>
a) Government loans secured by increment guarantees	2,034	2,598	2,034	2,598
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
b) Loans secured by Government guarantees	877	877	877	877
Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
c) Other secured loans - Quantum Capital and INCA	7,726	13,986	-	-
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings included under 'Buildings' in note 3. The gross carrying amount as at 31 December was R26 461.				
	<u>10,637</u>	<u>17,461</u>	<u>2,911</u>	<u>3,475</u>
The repayment dates of the University's borrowings at the reporting dates are as follows:				
Up to 1 year	8,354	6,824	628	564
Between 1 and 2 years	610	8,354	610	628
Between 2 and 5 years	796	1,406	796	1,406
After 5 years	<u>877</u>	<u>877</u>	<u>877</u>	<u>877</u>
	10,637	17,461	2,911	3,475
Less: current portion	<u>(8,354)</u>	<u>(6,824)</u>	<u>(628)</u>	<u>(564)</u>
	<u>2,283</u>	<u>10,637</u>	<u>2,283</u>	<u>2,911</u>

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

11 Student deposits and accounts in credit

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
At 1 January	182,143	130,664	172,663	128,103
Deferred during the year	80,408	81,231	83,784	74,312
Increase in provision	<u>(35,546)</u>	<u>(29,752)</u>	<u>(35,546)</u>	<u>(29,752)</u>
At 31 December	227,005	182,143	220,901	172,663
Less: current portion	<u>(227,005)</u>	<u>(182,143)</u>	<u>(220,901)</u>	<u>(172,663)</u>
Non-current portion	-	-	-	-

Included in the current portion are amounts primarily for student accounts in credit of Consolidated R143 401 / University R143 401 (2017: Consolidated R110 976 / University R110 976), and income received in advance of Consolidated R47 844 / University R41 740 (2017: Consolidated R40 564 / University R31 085).

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

12 Deferred revenue

The Minister of Higher Education and Training has approved student enrolment plans for all higher education institutions for the period up to 2018. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Opening balance as at 1 January	42,575	-	42,575	-
Grants received during the year	235,707	42,575	235,707	42,575
Grants utilised to reduce asset cost	(3,743)	-	(3,743)	-
	<u>274,539</u>	<u>42,575</u>	<u>274,539</u>	<u>42,575</u>
Non-current portion of deferred revenue	(113,492)	-	(113,492)	-
Current portion transferred to current liabilities	(161,047)	(42,575)	(161,047)	(42,575)
	<u>(274,539)</u>	<u>(42,575)</u>	<u>(274,539)</u>	<u>(42,575)</u>

13 Trade, other payables and provisions

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Financial Instruments				
Current				
Trade and other payables	1,018,236	586,458	1,007,733	593,611
Accruals	106,593	58,652	106,276	58,364
Leave pay accrual	66,879	68,927	66,879	68,927
Income Tax payable by subsidiaries	216	43	-	-
Value Added Tax	836	-	1,406	-
	<u>1,192,760</u>	<u>714,080</u>	<u>1,182,294</u>	<u>720,902</u>
Non-financial Instruments				
Non-current				
Provision for Deferred Compensation	19,798	11,184	19,798	11,184
Provision for City of Johannesburg	30,074	-	30,074	-
	<u>49,872</u>	<u>11,184</u>	<u>49,872</u>	<u>11,184</u>
Current				
Provision for Deferred Compensation	-	977	-	977
	<u>-</u>	<u>977</u>	<u>-</u>	<u>977</u>
	<u>1,242,632</u>	<u>726,241</u>	<u>1,232,166</u>	<u>733,063</u>

The fair values for trade and other payables above approximate their carrying amounts.

Included in the Trade and other payables is NSFAS credits of Consolidated R462 221 / University R462 221 (2017: Consolidated (R22 417) / University (R22 417)).

14 Personnel costs

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Academic professionals	1,159,964	1,091,483	1,141,879	1,069,042
Support personnel	1,174,170	1,104,850	1,155,864	1,082,134
Other post-retirement costs	47,404	44,605	46,665	43,688
Pension cost - defined contribution plans	152,470	143,469	150,093	140,519
Pension cost - defined benefit plans	14,754	13,883	14,524	13,598
	<u>2,548,762</u>	<u>2,398,290</u>	<u>2,509,025</u>	<u>2,348,981</u>

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	4,415	4,353	4,381	4,236
Part Time	3,888	3,799	3,588	3,423



15 Long term employee benefits

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Post-retirement medical benefits (note 15.1)	223,597	226,209	223,597	226,209
UJ Long service awards (note 15.4)	43,294	39,363	43,294	39,363
	266,891	265,572	266,891	265,572
Reconciliation of the actuarial gains / (losses) on long term employee benefits:				
- Post-retirement medical benefits	15,911	16,592	15,911	16,592
- UJ Pension fund	116,520	39,827	116,520	39,827
- UJ Disability fund	(34,669)	4,995	(34,669)	4,995
- UJ Long service awards	2,670	1,900	2,670	1,900
	100,432	63,314	100,432	63,314
Reconciliation of the change in asset limit:				
- UJ Pension fund	(52,731)	(44,076)	(52,731)	(44,076)
- UJ Disability fund	(35,198)	(4,586)	(35,198)	(4,586)
	(87,929)	(48,662)	(87,929)	(48,662)
Net Actuarial (losses) on defined benefit plans	12,503	14,652	12,503	14,652
UJ pension fund (note 15.2)	62,182	65,024	62,182	65,024

Amounts for the latest actuarial valuation and previous four periods are as follows:

	2014	2015	2016	2017	2018
	R000	R000	R000	R000	R000
Defined benefit obligation (note 15.1 and 15.4)	(234 213)	(260 672)	(266 965)	(266 738)	(266 573)
Fair value of plan assets (note 15.2)	65 715	53 232	65 093	65 024	62 182
Retirement benefit obligation	(168 498)	(197 340)	(200 872)	(201 714)	(204 391)

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2018.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Present value of the obligation	(223,597)	(226,209)	(223,597)	(226,209)
Reconciliation of the movement in the defined benefit obligation:				
Present value of obligation: beginning of the year	(226,209)	(227,421)	(226,209)	(227,421)
Current service cost	(3,564)	(4,222)	(3,564)	(4,222)
Interest cost	(21,132)	(21,735)	(21,132)	(21,735)
Benefits paid	11,397	10,577	11,397	10,577
	(239,508)	(242,801)	(239,508)	(242,801)
Less remeasurements:				
- (Gain)/loss from change in financial assumptions	(19,638)	(11,612)	(19,638)	(11,612)
- (Gain)/loss from change in demographic assumptions	3,727	(4,980)	3,727	(4,980)
	(15,911)	(16,592)	(15,911)	(16,592)
Present value of obligation: end of the period	(223,597)	(226,209)	(223,597)	(226,209)

The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

15.1 Post-retirement medical benefits - Wholly unfunded (continued)

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Effective date of assumptions	31-DEC-2018	31-DEC-2017	31-DEC-2018	31-DEC-2017
Post retirement plan				
Discount rate	9.90%	9.60%	9.90%	9.60%
Health care cost inflation	8.10%	8.60%	8.10%	8.60%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	6.10%	6.60%	6.10%	6.60%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(12,892)	(11,397)	(12,892)	(11,397)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	Change in assumption	Impact on defined benefit obligation Increase in assumption	Decrease in assumption
Healthcare cost inflation	1%	Increase by 12.6%	Decrease by 10.5%
Discount rate	1%	Decrease by 10.6%	Increase by 13.0%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Decrease by 2.5%	Increase by 2.4%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

15.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary plan as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2018. Contributions to the provident fund are charged to the statement of profit or loss and comprehensive income in the year in which they are incurred.



15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Balance at end of the year				
Present value of the obligation	(809,364)	(798,158)	(809,364)	(798,158)
Fair value of plan assets	1,312,612	1,371,016	1,312,612	1,371,016
Unrecognised surplus due to IAS 19(a) limit	(441,066)	(507,834)	(441,066)	(507,834)
Defined benefit surplus at 31 December	<u>62,182</u>	<u>65,024</u>	<u>62,182</u>	<u>65,024</u>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

Reconciliation of the present value of the obligation

Defined benefit obligation at beginning of the year	798,158	721,359	798,158	721,359
Member contributions	2,120	2,199	2,120	2,199
Service cost	5,816	5,985	5,816	5,985
Interest cost	67,203	61,881	67,203	61,881
	<u>873,297</u>	<u>791,424</u>	<u>873,297</u>	<u>791,424</u>

Remeasurements:

- Actuarial (gain)/loss	(16,984)	88,795	(16,984)	88,795
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Benefit payments	(46,949)	(82,061)	(46,949)	(82,061)
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Defined benefit obligation at 31 December	<u>809,364</u>	<u>798,158</u>	<u>809,364</u>	<u>798,158</u>
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Reconciliation of the fair value of plan assets

Fair Value of assets as at 1 January	1,371,016	1,285,370	1,371,016	1,285,370
University contributions	3,786	4,259	3,786	4,259
Member contributions	2,120	2,199	2,120	2,199
	<u>1,376,922</u>	<u>1,291,828</u>	<u>1,376,922</u>	<u>1,291,828</u>

Remeasurements:

-Net interest income/expense	116,143	112,281	116,143	112,281
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-Actuarial gain/(loss)	(133,504)	48,968	(133,504)	48,968
	<u>(17,361)</u>	<u>161,249</u>	<u>(17,361)</u>	<u>161,249</u>

Benefits paid	(46,949)	(82,061)	(46,949)	(82,061)
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Fair Value of assets as at 31 December	<u>1,312,612</u>	<u>1,371,016</u>	<u>1,312,612</u>	<u>1,371,016</u>
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The actual return on plan assets is as follows:	(17,361)	161,249	(17,361)	161,249
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The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

15.2 Pension obligations - Wholly funded (continued)

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	Consolidated		University	
	2018	2017	2018	2017
Cash	3.55%	9.58%	3.55%	9.58%
Equity	45.98%	42.60%	45.98%	42.60%
Bonds	21.67%	20.26%	21.67%	20.26%
Property	2.03%	2.17%	2.03%	2.17%
International	24.48%	23.46%	24.48%	23.46%
Other	2.29%	1.93%	2.29%	1.93%
Total	100.00%	100.00%	100.00%	100.00%

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2018.

	Consolidated		University	
	2018	2017	2018	2017
Discount rate	9.40%	8.60%	9.40%	8.60%
Inflation rate	5.60%	5.50%	5.60%	5.50%
Salary increase rate	6.60%	6.50%	6.60%	6.50%
Pension increase allowance (Ex-NTRF)	3.80%	3.03%	3.80%	3.03%
Pension increase allowance (Other pensioners)	3.64%	3.58%	3.64%	3.58%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

	6,023	6,018	6,023	6,018
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Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	Obligation R'000	+1% R'000	-1% R'000
Discount rate			
Defined benefit obligation	(809,364)	(746,612)	(888,267)
Change		(7.80%)	9.70%
Inflation rate			
Defined benefit obligation	(809,364)	(857,828)	(767,096)
Change		6.00%	(5.20%)



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

15.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2018.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Balance at end of the year				
Present value of the obligation	(34,073)	(25,815)	(34,073)	(25,815)
Fair value of plan assets	160,617	175,438	160,617	175,438
Unrecognised surplus due to IAS 19(a) limit	(126,544)	(149,623)	(126,544)	(149,623)
Defined benefit surplus at 31 December	-	-	-	-

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	25,815	25,570	25,815	25,570
Current service cost	509	392	509	392
Interest cost	1,930	2,095	1,930	2,095
	28,254	28,057	28,254	28,057
- Actuarial (gain)/loss	10,309	2,205	10,309	2,205
Benefits paid (net of reinsurance proceeds)	(4,490)	(4,447)	(4,490)	(4,447)
Present value of obligation: end of year	34,073	25,815	34,073	25,815

Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	175,438	158,754	175,438	158,754
Contributions (net of reinsurance premiums)	(509)	(392)	(509)	(392)
Value of assets as at 31 December	174,929	158,362	174,929	158,362
Remeasurements:				
-Net interest income/expense	14,029	13,931	14,029	13,931
-Actuarial (loss)/gain	(24,360)	7,200	(24,360)	7,200
	(10,331)	21,131	(10,331)	21,131
Benefits (net of reinsurance premiums)	(3,981)	(4,055)	(3,981)	(4,055)
Value of assets as at 31 December	160,617	175,438	160,617	175,438
The actual return on plan assets is as follows:	(10,331)	21,131	(10,331)	21,131

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

15.3 Disability Fund (continued)

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Cash	(7.01%)	(2.50%)	(7.01%)	(2.50%)
Equity	51.10%	44.40%	51.10%	44.40%
Bonds	16.45%	13.37%	16.45%	13.37%
Property	11.41%	16.89%	11.41%	16.89%
International	26.47%	25.09%	26.47%	25.09%
Other	1.58%	2.75%	1.58%	2.75%
Total	100.00%	100.00%	100.00%	100.00%

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2018.

Claimants

Number of members	22	16	22	16
Annual benefit	8,279	6,152	8,279	6,152
Annual reinsured benefit	2,605	2,940	2,605	2,940
Benefit weighted average service	58.0 yrs	56.7 yrs	58.0 yrs	56.7 yrs
Effective date of assumptions	31-DEC-2018	31-DEC-2017	31-DEC-2018	31-DEC-2017

The principal assumptions used for accounting purposes were as follows:

General inflation rate	5.20%	5.20%	5.20%	5.20%
Discount rate	8.60%	8.10%	8.60%	8.10%
Expected increases in benefits	6.20%	6.20%	6.20%	6.20%

The University's best estimate is that no contributions are expected to be paid to the plan during the annual period beginning after reporting date.

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	Change in assumption	Impact on defined benefit obligation	Decrease in assumption
Inflation rate	1%	Increase by 6,3%	Decrease by 5,8%
Discount rate	1%	Decrease by 4,7%	Increase by 5.1%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- The death of the member; or
- The member attaining normal retirement age; or
- The member ceasing to be a member of the Fund; or
- Discontinuance of the payment of premiums in respect of a member; or
- Absence of the member as defined; or
- The permanent departure of the member from the territories in terms of the contract unless accepted in writing.



15.3 Disability Fund (continued)

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

15.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2018. This obligation is funded from University's reserves.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Reconciliation of the movement in the long service award obligation:				
Present value of obligation: beginning of the year	40,529	38,544	40,529	38,544
Current service cost	5,534	4,567	5,534	4,567
Interest cost	3,808	3,399	3,808	3,399
	<u>49,871</u>	<u>46,510</u>	<u>49,871</u>	<u>46,510</u>
- Actuarial (gain)/loss	(2,670)	(1,900)	(2,670)	(1,900)
Benefits paid	(4,225)	(4,081)	(4,225)	(4,081)
Present value of obligation: end of period	<u>42,976</u>	<u>40,529</u>	<u>42,976</u>	<u>40,529</u>
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	3,870	4,225	3,870	4,225
The significant actuarial assumptions were as follows:				
Discount rate	9.60%	9.90%	9.60%	9.90%
Salary inflation	7.40%	8.00%	7.40%	8.00%
CPI inflation	5.90%	6.50%	5.90%	6.50%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs

The sensitivity analysis of the liability to changes in the principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 7.2%	Increase by 8.2%
Salary inflation	1%	Increase by 9.0%	Decrease by 8.0%
Expected retirement age	1 year	Increase by 4.0%	Decrease by 4.0%

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

16 State appropriations - subsidies and grants

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Block grant	1,830,643	1,599,024	1,830,643	1,599,024
University capacity development	49,327	42,894	49,327	42,894
Foundation phase development	40,128	38,117	40,128	38,117
Interest and redemption of government approved loans	729	859	729	859
Clinical training of health professionals	8,617	7,348	8,617	7,348
Zero-percent increase grant	16,216	32,432	16,216	32,432
	<u>1,945,660</u>	<u>1,720,674</u>	<u>1,945,660</u>	<u>1,720,674</u>

17 Tuition and other fee income

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Tuition Fees	1,586,085	1,441,128	1,586,109	1,441,128
Registration Fees	35,522	35,443	35,522	35,443
Levy Income	33,975	33,414	33,975	33,414
Application Fees	683	1,290	683	1,290
Deposit Income Retained	210	302	210	302
Remark of Exam Papers	6	14	6	14
Tuition and other related fees	1,656,481	1,511,591	1,656,505	1,511,591
Residence Fees	193,815	179,357	180,581	167,070
	<u>1,850,296</u>	<u>1,690,948</u>	<u>1,837,086</u>	<u>1,678,661</u>

18 Other operating expenses

The following items are included in 'other operating expenses':

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Auditors remuneration	18,772	19,485	18,711	19,391
- external audit	6,920	5,322	6,920	5,322
- internal audit	5,269	4,379	5,269	4,379
- other audit services	6,583	9,784	6,522	9,690
Advertising and marketing	33,106	33,514	32,934	33,419
Bank Charges	5,604	7,077	5,512	6,994
Cartridges	4,206	4,377	4,206	4,375
Cleaning	18,859	42,880	18,373	42,332
Conference Registration Fees	22,198	16,888	22,281	16,916
Consulting and contract costs	84,754	67,718	84,325	67,162
Copyright fees	5,737	5,102	5,737	5,119
Corporate functions	5,903	6,018	5,906	6,349
Cost of sales	9,001	6,823	8,729	6,823
Data lines	7,680	9,034	7,680	9,034
Functions and entertainment	38,932	39,809	38,979	39,935
Books and periodicals	116,569	140,644	116,466	140,368
Foreign exchange (gains)/losses	2,872	1,974	2,870	1,959
Fuel, Oil and Gas	10,728	9,309	10,416	8,956
Grants and donations	962	184	45,740	184
Hire/Rental	21,142	14,064	22,038	14,618
Insurance	10,548	9,303	10,544	9,299
Legal fees	8,634	11,381	8,348	11,129
Medical Aid Pensioners	11,015	10,309	11,015	10,309
Membership fees	7,514	7,558	7,502	7,516
Municipal rates, taxes and electricity	180,991	139,980	169,568	128,900
Repairs and maintenance and non-capital items	146,556	139,596	157,932	139,076
Leases - Equipment and vehicles	26,196	21,557	26,510	21,557
Printing	26,666	23,681	26,493	23,421
Security contracts	27,841	24,950	27,243	24,397
Services Rendered - outsourced	56,396	69,534	38,911	74,382
Software licenses	50,796	42,185	50,202	42,185
Stationery	4,204	5,652	4,140	5,556
Staff development	19,500	20,849	19,434	20,846
Student expenses	49,876	51,934	49,891	62,163
Tax expense in subsidiaries	483	666	-	-
Teaching and laboratory consumables	33,934	32,121	33,823	32,138
Telephone and fax	4,399	3,642	3,882	3,083
Travel and accommodation	100,585	93,606	100,474	93,527
Uniforms and Protective Clothing	8,250	8,130	8,027	7,962
Impairment/(reversal of impairment) of student and other debt	55,442	(29,051)	54,707	(29,597)
Other expenses	93,717	78,952	91,560	78,990
	<u>1,330,568</u>	<u>1,191,435</u>	<u>1,351,109</u>	<u>1,190,773</u>



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

19 Bursaries awarded

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Student bursaries awarded	(440,915)	(471,059)	(440,915)	(471,059)
	<u>(440,915)</u>	<u>(471,059)</u>	<u>(440,915)</u>	<u>(471,059)</u>

Bursary expenses represents student funding from University's own generated resources.

20 Impairment gains/(losses)

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Available-for-sale financial assets - Impairment of shares (note 6)	-	(58,209)	-	(41,227)
Available-for-sale financial assets - Impairment reversal (note 6)	-	-	-	155
Loan to associate (note 5)	-	(28,711)	-	-
Loans to subsidiaries and other entities (note 5)	(15)	-	(14,841)	(46,469)
Investments in subsidiaries and other entities (note 5)	-	-	-	(10,445)
	<u>(15)</u>	<u>(86,920)</u>	<u>(14,841)</u>	<u>(97,986)</u>

21 Other operating income

The following items are included in 'other operating income':

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Hire out of facilities	10,749	8,183	9,524	8,245
Public sales and services	98,321	92,411	65,279	38,662
Project income	35,982	33,589	27,261	28,779
Sundry income	809	35,456	36	35,561
Donations	212,090	250,729	252,089	275,718
Consultation/Evaluation income	24,256	24,822	24,256	24,822
PPE gains/(losses)	87	82	34	82
Insurance claims	3,545	28,958	2,934	28,959
Other income	8,923	10,723	8,923	10,723
	<u>394,762</u>	<u>484,953</u>	<u>390,336</u>	<u>451,551</u>

22 Income from investments

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Dividends on fair value through profit or loss financial assets	57,544	54,693	39,902	42,389
Interest on fair value through profit or loss financial assets	185,037	125,765	168,890	110,598
	<u>242,581</u>	<u>180,458</u>	<u>208,792</u>	<u>152,987</u>

In order to achieve long term improved relevance and faithful representation, the above note was amended due to the adoption of IFRS 9 and the fair value movement was moved to note 31 in the current year.

23 Finance income and finance costs

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Finance cost				
- borrowings	(1,841)	(2,881)	(297)	(655)
- defined benefit plan	(4,358)	(3,887)	(4,358)	(3,887)
	<u>(6,199)</u>	<u>(6,768)</u>	<u>(4,655)</u>	<u>(4,542)</u>
Finance income				
- students fees	19,292	44,327	19,154	44,131
- current accounts	8,331	6,317	6,867	5,281
	<u>27,623</u>	<u>50,644</u>	<u>26,021</u>	<u>49,412</u>

During 2017, NSFAS funded students were considered a separate class of debtor which created a financing element within the bucket of student debtors. NSFAS funded students were not charged interest on late payments and based on the past practice of NSFAS not paying on time, this was an indicator that the revenue recognised may have included a financing element. With the time value of money taken into account the amount of interest on NSFAS student accounts included in 'Finance income - student fees' was Consolidated R23 613 / University R23 613. As a result of adoption and application of IFRS 15, this practice is no longer applicable as receipts are expected to be less than one year.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

24 Commitments

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Commitments – approved, not contracted for	213,219	298,433	213,219	298,433
Commitments – contracted	53,672	51,574	53,672	51,574

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank Guarantees				
SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110

Operating leases

Certain of the University's desktop computers and computer equipment are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	6,068	17,568	6,068	17,415
Lease amounts payable later than one year to five years	-	5,598	-	5,598
Total operating lease amounts payable	<u>6,068</u>	<u>23,166</u>	<u>6,068</u>	<u>23,013</u>

The University does not apply the smoothing principle, for operating leases, of IAS 17 as there are no fixed escalation clauses in the lease agreement.

25 Cash generated from operations

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Surplus for the year	25,535	257,089	40,322	197,116
Adjustments for:				
– share of loss from associate (note 5)	-	-	-	-
– (decrease)/increase in student bad debt provision (note 8)	(44,451)	(71,419)	(44,451)	(70,805)
– (decrease)/increase in non-student bad debt provision (note 8)	6,854	(156)	6,997	(849)
– depreciation (note 3)	104,811	104,424	101,313	101,727
– amortisation (note 4)	7,415	7,473	7,372	5,942
– profit on disposal of property, plant and equipment	(87)	(82)	(34)	(82)
– finance income (note 23)	(27,623)	(50,644)	(26,021)	(49,412)
– interest income on investments (note 22)	(185,037)	(125,765)	(168,890)	(110,598)
– finance cost (note 23)	6,199	6,768	4,655	4,542
– impairment losses (note 20)	15	86,920	14,841	97,986
– dividends received (note 22)	(57,544)	(54,693)	(39,902)	(42,389)
– investments fair value (gains)/losses (note 31)	206,731	(188,793)	148,372	(157,852)
– movement in post-retirement obligations and assets (note 15)	4,161	(324)	4,161	(324)
– foreign exchange losses on operating activities (note 18)	(2,872)	(1,974)	(2,870)	(1,959)
– decrease in government grant (note 12)	231,964	42,575	231,964	42,575
Changes in working capital:				
– receivables and prepayments (note 8)	(91,934)	(7,734)	(84,639)	(12,477)
– trade and other payables (note 13)	477,703	200,728	460,415	223,716
– student deposits and income received in advance (note 11)	44,862	51,480	48,238	44,561
– inventory (note 7)	1,502	(1,756)	1,235	(1,489)
	<u>708,204</u>	<u>254,117</u>	<u>703,078</u>	<u>269,928</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 21)	87	82	34	82
Net book amount (note 3)	1,598	1,729	1,557	1,739
Proceeds from disposal	<u>1,685</u>	<u>1,811</u>	<u>1,591</u>	<u>1,821</u>



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

25 Cash generated from operations (continued)

Net Debt Reconciliation

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Cash and cash equivalents	1,291,899	558,673	1,254,702	511,260
Borrowings - repayable within one year	(8,354)	(6,824)	(628)	(564)
Borrowings - repayable after one year	(2,283)	(10,637)	(2,283)	(2,911)
	<u>1,281,262</u>	<u>541,212</u>	<u>1,251,791</u>	<u>507,785</u>
	Other assets		Liabilities from financing activities	
	Cash	Borrowings due within 1 year	Borrowings due after 1 year	Total
	R'000	R'000	R'000	R'000
Consolidated				
Net debt as at 1 January 2017	251,596	(5,516)	(17,462)	228,618
Cash flows	307,077	(1,308)	6,825	312,594
Net debt as at 31 December 2017	558,673	(6,824)	(10,637)	541,212
Cash flows	733,226	(1,530)	8,354	740,050
Net debt as at 31 December 2017	<u>1,291,899</u>	<u>(8,354)</u>	<u>(2,283)</u>	<u>1,281,262</u>
University				
Net debt as at 1 January 2017	214,310	(506)	(3,475)	210,329
Cash flows	296,950	(58)	564	297,456
Net debt as at 31 December 2017	511,260	(564)	(2,911)	507,785
Cash flows	743,442	(64)	628	744,006
Net debt as at 31 December 2017	<u>1,254,702</u>	<u>(628)</u>	<u>(2,283)</u>	<u>1,251,791</u>

26 Financial risk management

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

This note explains the University's exposure to financial risks and how these risks could affect the future financial performance. Current year profit and loss information has been included where relevant to add further context.

Risk	Exposure arising from	Measurement	Management
Market risk – currency	Future commercial transactions	Cash flow forecasting. Sensitivity analysis.	Forward exchange contracts
Market risk – interest rate	Interest bearing investments (long and short term)	Sensitivity analysis	Bank diversification (short term). Fund manager mandates (long term).
Market risk – price	Investments in equity securities	Sensitivity analysis	Portfolio diversion
Credit risk	Cash and cash equivalents, trade receivables, derivative financial instruments, debt investments and contract assets	Aging analysis. Credit ratings.	Diversification of bank deposits and credit limits. Investment mandates for debt investments. Effective debt collection strategies.
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Monitoring daily cash levels and requirements

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

26.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a Consolidated R 10 835 / University R10 835 (2017: Consolidated R3 824 thousand / University R3 824 thousand) interest income influence on an annual basis.

This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R10 835 / University R10 835 (2017: Consolidated R3 824 thousand / University R3 824 thousand).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.

iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as fair value through profit or loss financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Listed equities	2,362,000	2,385,000	1,799,000	1,769,000
10% change impact	236,200	238,500	179,900	176,900

For the period ended 31 December 2018, if the FTSE/JSE CAPI index increased/ decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be Consolidated R2 362 million / University R1 799 million (2017: Consolidated R2 385 million / University R1 769 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

26.2 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with BB+ rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) Student and other receivables

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

At year end all student receivables are past due as the last due date is 31 August of that period. In calculating the provision, the student receivables balance is stratified between NSFAS receivables and other student receivables. In calculating the provision for other student receivables a historical loss rate is used and the impact of forward looking information is not material. In calculating the provision for NSFAS receivables, the probability of default is determined using an appropriate credit rating.

Details of the student receivables as at 31 December 2018:

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Student receivables	385,979	370,825	381,513	367,377
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	248,358	188,753	243,892	185,305
- impaired (more than 4 months overdue)	137,621	182,072	137,621	182,072
Less: Provision for impairment	(137,621)	(182,072)	(137,621)	(182,072)
Student receivables – net carrying amount	<u>248,358</u>	<u>188,753</u>	<u>243,892</u>	<u>185,305</u>

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its student or other receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2018 are as follows:

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Other receivables	231,121	191,938	217,368	184,319
- fully performing	218,021	185,692	204,818	178,766
- past due but not impaired	-	-	-	-
- impaired	13,100	6,246	12,550	5,553
Less: Provision for impairment	(13,100)	(6,246)	(12,550)	(5,553)
Other receivables – net carrying amount	<u>218,021</u>	<u>185,692</u>	<u>204,818</u>	<u>178,766</u>

26.2 Credit risk (continued)

i) Student and other receivables (continued)

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Student receivables				
At 1 January	182,072	253,491	182,072	252,877
Provision for receivables impaired	4,158	(29,597)	4,158	(29,597)
Receivables written off during the year as uncollectable	(48,609)	(41,822)	(48,609)	(41,208)
At 31 December	137,621	182,072	137,621	182,072
Ageing of provision for impairment				
Handed over to collecting agencies – 2017	59,045	50,406	58,903	50,285
Handed over to collecting agencies – 2018	73,187	65,711	73,010	65,552
4 Months overdue	5,389	65,955	5,708	66,235
	137,621	182,072	137,621	182,072
Other receivables				
At 1 January	6,246	6,402	5,553	6,402
Provision for receivables impaired	8,685	-	41,863	-
Receivables written off during the year as uncollectable	(1,831)	(156)	(34,866)	(850)
At 31 December	13,100	6,246	12,550	5,552
Ageing of provision for impairment				
Handed over to collecting agencies – 2017	2,540	1,953	2,540	1,953
Handed over to collecting agencies – 2018	8,570	4,214	8,570	3,600
Impaired as at reporting date	1,990	79	1,440	-
	13,100	6,246	12,550	5,552

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of profit or loss and comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 8.

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	Consolidated		University	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Trade receivables				
Counterparties without external credit rating:				
- Current students which will register in 2018/2019. These students are still studying and had no defaults in the past.	248,358	188,753	243,892	185,305
The University expects them to pay their outstanding fees during the 2018/2019 registration period.				
- Interest and dividends receivable.	-	-	-	-
This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BB+ (2017: BB+) rated entities.				
- Other receivables	154,727	117,138	146,112	111,231
Group 1 *	403,085	305,891	390,004	296,536
Cash and cash equivalents				
BB+ (2017: BB+) Rating:				
- Prime South African Bank	1,126,952	413,375	1,126,952	413,375
BB+ (2017: BB+) Ratings:				
- Prime South African Banks	-	-	-	-
	1,126,952	413,375	1,126,952	413,375
Available-for-sales financial assets				
BB+ (2017: BB+) Rating:				
- Government stocks and bonds	362,931	307,723	318,080	256,467
- Listed stocks and debentures	384,685	321,964	287,539	235,618
- Listed shares all top 40 companies	2,362,249	2,384,969	1,798,805	1,769,319
- Fixed and other deposits, prime South African Banks	332,797	535,884	282,281	464,853
- Endowment policies, top 40 South African insurance companies	26,020	20,851	26,019	20,851

*Group 1 – New customers (less than 2 months).



26.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 Years R'000	Over 5 Years R'000	Total R'000
Consolidated					
31 December 2018					
Borrowings	8,354	610	796	877	10,637
Accounts payable	1,124,829	-	-	-	1,124,829
	1,133,183	610	796	877	1,135,466
31 December 2017					
Borrowings	6,824	8,354	1,406	877	17,461
Accounts payable	645,110	-	-	-	645,110
	651,934	8,354	1,406	877	662,571
University					
31 December 2018					
Borrowings	628	610	796	877	2,911
Accounts payable	1,114,009	-	-	-	1,114,009
	1,114,637	610	796	877	1,116,920
31 December 2017					
Borrowings	564	628	1,406	877	3,475
Accounts payable	651,975	-	-	-	651,975
	652,539	628	1,406	877	655,450

26.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

26.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

Consolidated	Loans & receivables R'000	FVPL R'000	Total R'000
31 December 2018			
Financial assets			
Fair value through profit or loss financial assets	-	3,468,682	3,468,682
Trade and other receivables (excluding prepayments)	403,085	-	403,085
Cash and cash equivalents	1,291,899	-	1,291,899
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			10,637
Trade payables			1,124,829

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2017			
Financial assets			
Available-for-sale financial assets	-	3,571,391	3,571,391
Trade and other receivables (excluding prepayments)	305,891	-	305,891
Cash and cash equivalents	558,673	-	558,673
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			17,461
Trade payables			645,110



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

26.5 Financial instruments by category (continued)

University	Loans & receivables R'000	FVPL R'000	Total R'000
31 December 2018			
Financial assets			
Fair value through profit or loss financial assets	-	2,712,724	2,712,724
Trade and other receivables (excluding prepayments)	390,004	-	390,004
Cash and cash equivalents	1,254,702	-	1,254,702
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			2,911
Trade payables			1,114,009

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available-for-sale R'000	Total R'000
31 December 2017			
Financial assets			
Available-for-sale financial assets	-	2,747,108	2,747,108
Trade and other receivables (excluding prepayments)	296,536	-	296,536
Cash and cash equivalents	511,260	-	511,260
			Financial liabilities at amortised cost R'000
Financial liabilities			
Borrowings			3,475
Trade payables			651,975



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

26.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices)

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2018:

	Level 1 R'000	Level 2 R'000	Total R'000
Consolidated			
Fair value through profit or loss financial assets			
- listed shares	2,362,249	-	2,362,249
- listed stocks and debentures	384,685	-	384,685
- government stocks and bonds	362,931	-	362,931
- fixed deposits	-	63,020	63,020
- other deposits and loans	-	269,777	269,777
- endowment policies	-	26,020	26,020
	3,109,865	358,817	3,468,682

The following table presents the Consolidated assets that are measured at fair value at 31 December 2017:

	Level 1 R'000	Level 2 R'000	Total R'000
Consolidated			
Available-for-sale financial assets			
- listed shares	2,384,969	-	2,384,969
- listed stocks and debentures	321,964	-	321,964
- government stocks and bonds	307,723	-	307,723
- fixed deposits	-	71,200	71,200
- other deposits and loans	-	464,684	464,684
- endowment policies	-	20,851	20,851
	3,014,656	556,735	3,571,391

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2018:

	Level 1 R'000	Level 2 R'000	Total R'000
University			
Fair value through profit or loss financial assets			
- listed shares	1,798,805	-	1,798,805
- listed stocks and debentures	287,539	-	287,539
- government stocks and bonds	318,080	-	318,080
- fixed deposits	-	63,019	63,019
- other deposits and loans	-	219,262	219,262
- endowment policies	-	26,019	26,019
	2,404,424	308,300	2,712,724

The following table presents the University's assets that are measured at fair value at 31 December 2017:

	Level 1 R'000	Level 2 R'000	Total R'000
University			
Available-for-sale financial assets			
- listed shares	1,769,319	-	1,769,319
- listed stocks and debentures	235,618	-	235,618
- government stocks and bonds	256,467	-	256,467
- fixed deposits	-	71,200	71,200
- other deposits and loans	-	393,653	393,653
- endowment policies	-	20,851	20,851
	2,261,404	485,704	2,747,108

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or fair value through profit or loss.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27 Related party transactions

27.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of Faculties, and Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Salaries and other short-term employee benefits				
- members of council	652	897	652	897
- management (note 29)	61,988	86,230	61,988	86,230
	<u>62,640</u>	<u>87,127</u>	<u>62,640</u>	<u>87,127</u>
Member of Council				
Baleni MF	59	55	59	55
Burger JP	-	18	-	18
Dikgole TJ	-	38	-	38
Dlamini S	55	47	55	47
Gebhardt CR	-	36	-	36
Gugushe K	67	32	67	32
Hildebrandt D	42	38	42	38
Kakana X	38	-	38	-
Khosa G	52	42	52	42
Lushaba D	-	17	-	17
Marcus RD	-	98	-	98
Matlala Z (Visiting)	41	46	41	46
Memela Khambule T	37	65	37	65
Mjwara P	-	-	-	-
Mkhonto M	-	68	-	68
Ndema Y	39	35	39	35
Rowland W	111	76	111	76
Sibiya BK	-	17	-	17
Teke MS	98	98	98	98
Van Staden C	13	4	13	4
White MJ	-	67	-	67
	<u>652</u>	<u>897</u>	<u>652</u>	<u>897</u>

27.2 Payment to members of Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – aggregate R'000	Reimbursement of expenses - R'000
31 December 2018			
Chair of Council	2	137	-
Chairs of Committees	6	315	5
Members of Council	4	195	-
31 December 2017			
Chair of Council	2	153	43
Chairs of Committees	4	102	-
Members of Council	13	591	8

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27.3 Related parties

The University of Johannesburg controls or owns shares of the following companies:

Company and principal business activities	Year End	Shareholding	Principal place of business
<ul style="list-style-type: none"> Million Up Trading (Pty) Ltd <p>The principal activities of this company is to provide accommodation to students.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Resolution Circle (Pty) Ltd and its subsidiaries <p>The principal activities of the this company is to act as a training hub that prides itself on providing experiential learning opportunities to undergraduate electrical and mechanical engineering students from universities of technology, practical in-service project training, various short-learning and candidacy programmes applicable to the ever-changing world of engineering and engineering technology. Discontinued operations within the entity during 2018 includes all commercial activities.</p>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> ARSA (Pty) Ltd <p>The principal activities of this company is to purchase private properties on behalf of the University. This company is dormant and deregistration has commenced.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UJ Properties (Pty) Ltd <p>The principal activities of this company is to purchase properties and utilize these as investment property for rental income.</p>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> Gradnet Portal (Pty) Ltd <p>The principal activities of this company is to supply online services to students and alumni of education institutions. Liquidation to commence in 2019.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UJ Trust <p>The Trust is a separate entity with the University being its sole beneficiary. The principal activity of the Trust is to maintain its assets for capital growth and for the sole benefit of the University through an annual distribution. The funds are managed by an independent Board of Trustees.</p>	31 December	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> City Lodge Educational Trust <p>The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women.</p>	30 June	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> UDEV (Pty) Ltd <p>Main objects of the Company: Economic upliftment; Job creation; Urban renewal; Property development; and Community development. Deregistration has commenced.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Kutu Capital (Pty) Ltd <p>Asset Management Company. Deregistration has commenced.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Enerkey Solutions (Pty) Ltd <p>Dormant entity and deregistration has commenced.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> IntelliLAB (Pty) Ltd <p>Liquidation to commence in 2019.</p>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27.3 Related parties (continued)

The University of Johannesburg has an interest in the following companies:
All related parties with a Year End's other than December are consolidated up to December.

Company and principal business activities	Year End	Shareholding		Principal place of business
		University of Johannesburg	Non-controlling interest	
<ul style="list-style-type: none"> Bio Media Technologies (Pty) Ltd The principal activities of this company is to develop facial recognition software. Deregistration has commenced. 	31 December	50.00%	50.00%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity. Deregistration has commenced. 	31 December	25.00%	75.00%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Naledi Computer Systems (Pty) Ltd The principal activities of this company is to provide computer related services, products and technology. Liquidation has commenced. 	31 December	80.00%	20.00%	Forty Four Main Street, Johannesburg
<ul style="list-style-type: none"> Verisol (Pty) Ltd The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified. 	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> Photovoltaic Intellectual Property (Pty) Ltd The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel. Currently under Business Rescue. 	28 February	38.4%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC. 	31 December	4.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> EyeThenticate (Pty) Ltd Retina scanning technology. EyeThenticate (Pty) Ltd was not consolidated in 2016, 2017 and 2018 due to non-reliance on the financial information provided by the company. Request to the High Court to liquidate the entity. 	28 February	43.80%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Youth Development Institute of South Africa Conduct youth development research. Develop and execute youth development initiatives. Financials drafted on a non-going concern basis and possibility of the entity to wind down end of 2019. 	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> Praestet (Pty) Ltd The manufacturing and supply of specialised hospital beds for children. No share certificate or confirmation of appointment of director received to date. Entity does not have sufficient cash flow to repay outstanding debt and possibility of Business Rescue in 2019. 	31 December	20.00%	N/A	115 Roseways 17 Tyrwhitt Avenue Roseways



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27.4 Loans to and investments in related parties:

27.4.1 Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd		EyeThenticate (Pty) Ltd		Naledi Computer Systems (Pty) Ltd		Praestet (Pty) Ltd		Zepher		Enerkey Solutions (Pty) Ltd		Total
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Opening balance	13,700	42,411	-	-	-	(2,783)	3,185	2,639	-	-	5	-	14,107
Loans advances during year	1,418	-	3,820	-	-	-	150	546	589	-	-	5	45,050
Loans repayment received	-	-	-	-	-	-	-	-	-	-	(5)	-	5,977
Reallocation/Write off	-	-	-	-	-	(2,783)	-	-	-	-	-	-	551
Impairment of loan	-	(28,711)	-	-	-	-	-	-	-	-	-	-	(2,783)
Closing balance	15,118	13,700	3,820	-	(2,783)	(2,783)	3,335	3,185	589	-	-	-	(28,711)
												5	20,079
													14,107

Impairment on loans made to associates was recognised in the current year, to the amount of R 0 (2017: R28 711). This impairment relates to the loan provided to PTIP.

University	Photovoltaic Intellectual Property (Pty) Ltd		Resolution Circle (Pty) Ltd		Isibaya Somnoloth Trust		Innovative Aquaculture Holdings (Pty) Ltd *		Gradnet Portal (Pty) Ltd		IntelliLab (Pty) Ltd		EyeThenticate (Pty) Ltd	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	13,700	42,411	1,790	12,711	5	5	10	10	1,383	1,383	-	(5)	-	243
Loans advances during year	1,418	-	11,490	-	-	-	-	-	-	-	538	-	4,063	5,045
Loans repayment received	-	-	(1,790)	-	(5)	-	-	-	(1,383)	-	-	-	-	-
Reallocation/Write off	-	-	-	767	-	-	(10)	-	-	-	-	787	-	-
Impairment of loan	-	(28,711)	(6,300)	(11,688)	-	-	-	-	-	-	(538)	(782)	(4,063)	(5,288)
Closing balance	15,118	13,700	5,190	1,790	-	5	-	10	-	1,383	-	-	-	-

University	UDEV (Pty) Ltd		Enerkey Solutions (Pty) Ltd		Kutu Capital (Pty) Ltd		Praestet (Pty) Ltd		Sentimeter		SugaRushed Records (Pty) Ltd		Total
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Opening balance	250	250	5	5	5	5	3,185	2,639	-	28	5	5	20,338
Loans advances during year	-	-	-	-	-	-	150	546	-	(28)	-	-	59,690
Loans repayment received	(250)	-	(5)	-	(5)	-	-	-	-	-	(5)	-	17,659
Reallocation/Write off	-	-	-	-	-	-	-	-	-	-	-	-	5,563
Impairment of loan	-	-	-	-	-	-	(3,335)	-	-	-	-	-	(3,443)
Closing balance	-	250	-	5	-	5	-	-	-	-	-	-	(10)
													1,554
													(14,236)
													(46,469)
													20,308
													20,338

Impairment on loans made to associates was recognised in the current year, to the amount of R 0 (2017: R28 711). This impairment relates to the loan provided to PTIP.

The loans are unsecured, bear no interest and have no repayment terms.

* Innovative Aquaculture Holdings (Pty) Ltd, is no longer a subsidiary of the University from 2018.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27.4.2 Investment in related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd	
	2018 R'000	2017 R'000
Opening balance	-	9,141
Investments during year	-	-
Impairment of investment	-	(9,141)
Closing balance	-	-

University	Photovoltaic Intellectual Property (Pty) Ltd		UJ Properties (Pty) Ltd		EyeThenticate (Pty) Ltd		Gradnet Portal (Pty) Ltd		Total	
	2018 R'000	2017 R'000	2018 R'000	2017 R'000	2018 R'000	2017 R'000	2018 R'000	2017 R'000	2018 R'000	2017 R'000
Opening balance	-	9,141	90,636	90,636	-	7,726	3,605	3,605	94,241	111,108
Investments during year	-	-	-	-	-	2,719	-	-	-	2,719
Impairment of investment	-	(9,141)	-	-	-	(10,445)	-	-	-	(19,586)
Closing balance	-	-	90,636	90,636	-	-	3,605	3,605	94,241	94,241



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

27.5 The following transactions were carried out with related parties:

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
(a) Purchase of goods and services				
Purchases of services:				
from Resolution Circle (Pty) Ltd	-	-	13,730	25,378
from Intellilab (Pty) Ltd	-	-	-	381
from UJ properties (Pty) Ltd	-	-	2,011	-
from Gradnet Portal (Pty) Ltd	-	-	-	10,374
(b) Sale of goods and services				
Sale of services:				
to Resolution Circle (Pty) Ltd	-	-	187	2,366
to Youth Development Institute of South Africa	-	-	561	-
to UJ properties (Pty) Ltd	-	-	1,937	-
to University Sports Company (Pty) Ltd	673	594	673	594
to Gradnet Portal (Pty) Ltd	-	-	15	2
(c) Year-end balances arising from purchases of goods/services				
Payables to related parties:				
Resolution Circle (Pty) Ltd	-	-	4,183	292
UJ Properties (Pty) Ltd	-	-	131	-
(d) Year-end balances arising from sales of goods/services:				
Receivables from related parties:				
Resolution Circle (Pty) Ltd	-	-	10	60
Youth Development Institute of South Africa	-	-	93	-
University Sports Company (Pty) Ltd	46	-	46	-
(e) Expenses paid on behalf of related parties:				
Million Up Trading (Pty) Ltd	6,099	324	6,099	324
(f) Donations to and from related parties:				
Donation to related parties:				
SugaRushed Records (Pty) Ltd	-	-	5	-
Million Up Trading (Pty) Ltd	-	-	44,773	-
Donation from related parties:				
UJ Trust	-	-	40,000	25,000



28 Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

28.1 Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2018 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

28.2 Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

28.3 Pension fund obligations

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2.

28.4 Impairment of related party loan

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of profit or loss and their comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgement. The reason that the full loan was not impaired is because the University expects to recover the remaining R15.1m. Photovoltaic Technology Intellectual Property (Pty) Ltd currently has an offer to purchase their investment property which makes the outstanding loan recoverable.

28.5 Residual values and useful lives of assets

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment.

The useful life of all zero value assets is reviewed on an ongoing basis.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

29 Executive Remuneration 2018

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit and Other Payments R'	Total R'
Vice-Chancellor & Principal	T Marwala	3,254,507	95,543	291,493	3,641,543	140,128	1,125,858*	4,907,529
Registrar	I C Burger	2,196,446	20,765	310,806	2,528,017	97,300	686,309	3,311,626
Deputy Vice-Chancellor Academic	A Parekh	2,634,069	48,069	375,126	3,057,264	-	1,050,634	4,107,898
Deputy Vice-Chancellor Research & Internationalisation	S Sinha	2,067,211	31,149	232,789	2,331,149	-	724,789	3,055,938
Chief Financial Officer (previously referred to as DVC Finance)	N Mamorare	1,492,864	20,760	140,470	1,654,094	-	771,894	2,425,988
Chief Operating Officer	A Swart	1,676,912	23,362	237,150	1,937,424	38,968	495,644	2,472,036
Chief People Officer (previously referred to as DVC Employees & Student Affairs)	K C Mketi	2,429,933	31,149	273,636	2,734,718	-	953,212	3,687,930
General Council	P H O'Brien	2,028,913	31,149	287,099	2,347,161	995,176	551,559	3,893,896
Senior Executive Director in the Vice-Chancellor's office	NY Vukuza	1,561,133	20,000	188,867	1,770,000	-	359,161	2,129,161
Executive Dean College of Business & Economics	D Van Lill	1,966,632	31,465	222,668	2,220,765	188,062	487,847	2,896,674
Executive Dean Faculty of Art, Design & Architecture	F Freschi	1,733,101	20,765	212,756	1,966,622	113,562	403,466	2,483,650
Executive Dean Faculty of Education	S J Gravett	1,750,744	50,765	272,935	2,074,444	79,855	1,416,219	3,570,518
Executive Dean Faculty of Engineering & the Built Environment	D Mashao	728,529	8,652	88,138	825,319	-	-	825,319

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* R337 757 of this amount has been donated to the University of Johannesburg to fund a scholarship for female students from a rural background enrolled for postgraduate studies in engineering.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

29 Executive Remuneration 2018

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total	
		R'	R'	R'	R'	R'	R'	R'	
Executive Dean Faculty of Health Sciences	A Swart	421,229	5,191	65,691	492,111	-	-	492,111	1 January to 31 March
Executive Dean Faculty of Humanities	A B Broadbent	1,659,462	20,765	155,102	1,835,329	-	355,720	2,191,049	
Executive Dean Faculty of Law	L G Mpedi	1,682,046	20,765	217,954	1,920,765	39,434	465,065	2,425,264	
Executive Dean Faculty of Science	D Meyer	1,794,489	20,765	217,181	2,032,435	-	542,981	2,575,416	1 July to 31 December
Chief Information Officer	KF Sibanda	781,198	10,382	68,802	860,382	-	-	860,382	
Executive Director Academic Development & Support	R P Ryan	1,786,042	20,765	253,453	2,060,260	79,309	411,181	2,550,750	
Executive Director Expenditure	S M Makinta	1,507,168	74,765	188,943	1,770,876	-	299,209	2,070,085	
Executive Director Financial Governance & Revenue	N Mamorare	575,180	179,874	64,820	819,874	-	-	819,874	Acting CFO 1 January to 30 April 8 October to 31 December 1 January to 30 September 1 March to 31 December 1 January to 30 April 1 September to 31 December
Executive Director Human Resources	P Gida	1,371,492	14,693	166,008	1,552,193	-	1,025,000	2,577,193	
Executive Director Library and Information Centre	KM Frahm-Arp	1,153,314	16,325	103,348	1,272,987	-	253,038	1,526,025	
Executive Director Operations	E K O'Brien	716,322	8,652	86,740	811,714	-	96,367	908,081	
	AL Nel	497,350	6,922	69,317	573,589	13,257	295,364	882,210	
Executive Director Research & Innovation	C B Nonkwelo	1,521,170	20,765	184,102	1,726,037	-	263,032	1,989,069	
		41,296,805	859,413	5,012,819	47,169,037	1,785,051	13,033,549	61,987,637	

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* R337 757 of this amount has been donated to the University of Johannesburg to fund a scholarship for female students from a rural background enrolled for postgraduate studies in engineering.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

29 Executive Remuneration 2017

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
		R'	R'	R'	R'	R'	R'	R'
Vice-Chancellor & Principal	I L Rensburg	3,423,485	41,543	445,515	3,910,543	-	13,772,159*	17,682,702
Vice-Chancellor Designate	T Marwala	1,320,619	47,771	152,381	1,520,771	117,051	695,429	2,333,252
DVC Finance	J A Van Schoor	2,197,199	63,848	311,668	2,572,716	119,033	1,524,517	4,216,266
DVC Academic	A Parekh	2,459,838	48,069	351,883	2,859,790	242,133	1,416,833	4,518,756
DVC Research & Internationalisation	T Marwala	1,097,374	42,575	127,294	1,267,243	-	1,457,501	2,724,744
	S Sinha	172,196	2,596	19,471	194,262	-	335,101	529,363
DVC Employees & Student Affairs	K C Mketi	2,267,107	31,149	256,527	2,554,783	-	1,835,889	4,390,673
Executive Dean Art, Design & Architecture	F Freschi	1,617,988	20,765	199,517	1,838,270	70,771	673,259	2,582,300
Executive Dean Economic & Financial Sciences	A Dempsey	832,153	28,383	120,854	981,389	-	400,531	1,381,920
Executive Dean Education	S J Gravett	1,653,070	266,956	258,943	2,178,969	75,560	406,115	2,660,644
Executive Dean Engineering & the Built Environment	S Sinha	1,491,052	19,035	168,713	1,678,800	-	939,165	2,617,965
Executive Dean Health Sciences	A Swart	1,696,386	20,765	245,626	1,962,777	37,780	1,317,661	3,318,218
General Council	P H O'Brien	1,888,757	31,149	268,343	2,188,249	84,232	881,472	3,153,953
Executive Dean Law	L G Mpedi	1,498,361	20,765	194,989	1,714,116	-	668,442	2,382,558
Executive Dean College of Business and Economics	D Van Lill	1,790,487	31,465	203,626	2,025,579	42,741	535,290	2,603,610
Executive Dean Science	D Meyer	1,610,395	20,765	195,845	1,827,005	-	402,825	2,229,830



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

29 Executive Remuneration 2017

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit and Other Payments	Total
		R'	R'	R'	R'	R'	R'	R'
Executive Dean Humanities	A B Broadbent	1,509,746	20,765	183,604	1,714,115	65,996	413,140	2,193,252
Executive Director Academic Development and Support	R P Ryan	1,688,278	20,765	237,772	1,926,816	74,177	1,287,431	3,288,423
Executive Director Finance Expenditure	S M Makinta	1,401,404	74,765	176,996	1,653,165	-	239,466	1,892,631
Executive Director Financial Governance	N Mamorare	1,540,385	253,693	174,297	1,968,375	-	1,314,781	3,283,157
Executive Director Human Resources	V Singh	854,562	10,383	96,762	961,707	-	2,049,070	3,010,777
Executive Director Information & Communication Systems	A A Swartbool	898,650	10,383	115,534	1,024,567	202,465	-	1,227,032
Executive Director Internationalisation	P G Mekgwe	1,645,004	20,765	212,008	1,877,777	171,091	1,323,164	3,372,032
Executive Director Library & Information Centre	R Bawa	706,157	8,652	92,278	807,087	187,668	1,268,812	2,263,567
Executive Director Operations	E K O'Brien	1,069,968	13,844	130,032	1,213,844	-	-	1,213,844
Executive Director Research & Innovation	C B Nonkwelo	1,417,602	20,765	172,398	1,610,765	-	316,774	1,927,539
Registrar	I C Burger	2,056,237	20,765	292,138	2,369,140	91,189	771,112	3,231,442
		41,784,459	1,213,147	5,405,015	48,402,621	1,581,888	36,245,940	86,230,450

The merit and other payments includes payments made during the year for merit bonuses as well as deferred compensation payments for staff retention incentives over a 3 year period.

* Includes deferred compensation for performance linked to retention incentive over a ten year period.



NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

30 Contingencies

30.1 The City of Johannesburg

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for in (note 24).

A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges. . A contingent asset exist with regards to City of Johannesburg municipality for incorrect charges billed towards the University's account.

During 2018 the University staff met with the Member of Mayoral Committee (MMC Finance) and several other directors from the municipality to resolve all queries but with little success. The University will negotiate an escalation process in 2019 again with City of Johannesburg to ensure all queries are resolved within a reasonable period.

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Incorrect allocation of charges	9,259	7,657	9,259	7,657
Incorrect charges to be claimed back	(259)	(1,208)	(259)	(1,208)
Net contingent liability	9,000	6,449	9,000	6,449

30.2 Photovoltaic Intellectual Property (Pty) Ltd (PTIP)

A shareholder of PTIP is claiming an amount of R60 million from the University on the grounds that the conduct of two representatives of the University caused his shareholding to lose that value. The University is defending the claim.

31 Investments fair value gains/(losses)

	Consolidated		University	
	2018	2017	2018	2017
	R'000	R'000	R'000	R'000
Fair value movement transfer on disposal of investments	162,260	188,793	92,923	157,852
Profit on sale of investments	376,844	248,616	265,699	205,185
Loss on sale of investments	(214,584)	(59,823)	(172,776)	(47,333)
Unrealised fair value movement transfer on investments	(368,991)	-	(241,295)	-
Unrealised profit	3,526,023	-	2,350,965	-
Unrealised loss	(3,895,014)	-	(2,592,260)	-
Fair value movement on investments	(206,731)	188,793	(148,372)	157,852



32 Transition Note: Changes in accounting policies

IFRS 9 Financial Instruments and IFRS 15 Revenue from Contracts with Customers were adopted by the university on 1 January 2018. This note indicates the impact of the adoption of these standards on the university's financial statements.

32.1 Impact on the financial statements

IFRS 9 and IFRS 15 were adopted without restating comparative information as explained in note 32.2. and 32.3 below.

32.2 IFRS 9 Financial Instruments

IFRS 9 replaces the provisions of IAS 39 that relate to the recognition, classification and measurement of financial assets and financial liabilities derecognition of financial instruments and impairment of financial assets. The adoption of IFRS 9 resulted in modifications in accounting policies as set out in note 2.8 above.

The university has elected to apply the limited exemption relating to transition for classification and measurement and impairment, and accordingly has not restated comparative periods in the year of initial application. As a consequence:

- any adjustments to carrying amounts of financial assets or liabilities are recognised at the beginning of the current reporting period, with the difference recognised in opening retained earnings;
- financial assets are not reclassified in the balance sheet for the comparative period;
- provisions for impairment have not been restated in the comparative period

The university adopted the simplified expected credit loss model, which uses a lifetime expected loss allowance for trade receivables.

a. Classification and measurement

Upon initial application of IFRS 9, management has assessed which business models apply to the financial assets held by the group and has classified its financial instruments into the appropriate IFRS 9 categories.

The main effects resulting from this reclassification are as follows:

Financial assets - 1 January 2018 (Consolidated)	Notes	FVPL R'000	FVOCI (Available-for-sale 2017) R'000	Amortised cost (Receivables 2017) R'000
Closing balance 31 December 2017 - IAS 39		-	3,571,391	374,445
Reclassify investments from available-for-sale to FVPL	(a)	3,571,391	-	-
Opening balance 1 January 2018 - IFRS 9		<u>3,571,391</u>	<u>3,571,391</u>	<u>374,445</u>

Financial assets - 1 January 2018 (University)	Notes	FVPL R'000	FVOCI (Available-for-sale 2017) R'000	Amortised cost (Receivables 2017) R'000
Closing balance 31 December 2017 - IAS 39		-	2,747,108	364,071
Reclassify investments from available-for-sale to FVPL	(a)	2,747,108	-	-
Opening balance 1 January 2018 - IFRS 9		<u>2,747,108</u>	<u>2,747,108</u>	<u>364,071</u>

The impact of these changes from the AFS reserve (Non-current investment revaluation reserve) to retained earnings (Undesignated Funds) on the university's equity is as follows:

Consolidated	Notes	Non-current Investment Revaluation R'000	Unrestricted use funds R'000
Opening balance - IAS 39		603,648	-
Reclassify investments from available-for-sale to FVPL	(a)	(603,648)	603,648
Closing balance - IFRS 9		<u>-</u>	<u>603,648</u>

University	Notes	Non-current Investment Revaluation R'000	Unrestricted use funds R'000
Opening balance - IAS 39		431,390	-
Reclassify investments from available-for-sale to FVPL	(a)	(431,390)	431,390
Closing balance - IFRS 9		<u>-</u>	<u>431,390</u>

(a) IAS 39	IFRS 9
Investments previously classified as available for sale and measured at FVOCI	Investments reclassified and measured as financial assets at FVPL on adoption of IFRS 9 (R3 571 391 and R2 747 108 for the group and at university level respectively at 1 January 2018). The business model assessment was done at a level which includes all of the fund investments, management monitors fund investments in their entirety for the group. Investments held are managed by fund managers who invest in a variety of listed debt and equity instruments. The main objective of these investments is for collection of contractual cash flows, as well as sale thereof with disposals having been made in the past. As these investments are sold at their fair value by the fund manager with the university obtaining cash equal to the fair value of the investments sold, they have thus been reclassified as FVPL. As the University will not receive solely payments of principle and interest on these instruments. Related fair value gains of R188 793 and R157 852 for the group and the university respectively, were transferred from the available-for-sale financial assets reserve to retained earnings on 1 January 2018.

NOTES TO THE CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

32.2 IFRS 9 Financial Instruments (continued)

Reclassifications of financial instruments on adoption of IFRS 9

On the date of initial application, 1 January 2018, the financial instruments of the university were as follows, with any reclassifications noted:

	Measurement		Carrying Value		
	R'000		R'000		
	Original (IAS 39)	New (IFRS 9)	Original	New	Difference
Consolidated					
Non-current financial assets					
Fair value financial assets	Available-for-sale	FVPL	3,571,391	3,571,391	-
Current financial assets					
Trade and other receivables	Amortised cost	Amortised cost	374,445	416,309	(41,864)
University					
Non-current financial assets					
Fair value financial assets	Available-for-sale	FVPL	2,747,108	2,747,108	-
Current financial assets					
Trade and other receivables	Amortised cost	Amortised cost	364,071	405,935	(41,864)

b. Impairment of financial assets

The University has trade receivables that comprise of student and other receivables. Trade receivables are held in a business model to collect contractual cash flows which constitute solely payments of principle and interest. Upon adoption of IFRS 9, the university made an assessment of the impact of the new expected credit loss model as per the revised impairment methodology for this classes of assets. The impact of the change in impairment methodology, is indicated above has been restated through the opening retained earnings.

In the prior year, the impairment of trade receivables was assessed based on the incurred loss model. Individual receivables which were known to be uncollectible were provided for. The other receivables were assessed collectively to determine whether there was objective evidence that an impairment had been incurred but not yet been identified. For these receivables the estimated impairment losses were recognised in a separate provision for impairment.

The expected loss rates are based on the payment profiles over a period of 48-60 months before 1 January 2018 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables, the impact of incorporating forward looking information was not material.

In terms of the university's policy no loans are extended to third parties and thus receivable comprise of incidental credit as defined by the National Credit Act 34 of 2005.

32.3 IFRS 15 Revenue from contracts with customers

From 1 January 2018, the University implemented IFRS 15, due to timing of revenue recognition under IAS 18 being the same as IFRS 15, there is no material impact as a result of the adoption and application of the new standard.

The University applied the modified retrospective adoption method to IFRS 15 implementation requiring no restatement of comparative financial statements.

32.3.1 Tuition and other fee income

Revenue is recognized over time under IFRS 15, as the customer benefits as the service is performed, it was also recognized over time under IAS 18, there is no material impact as a result of adoption and application of IFRS 15.

32.3.2 Research income

There is no material research income within the scope of IFRS 15.



CONSOLIDATED



CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2018

CONSOLIDATED

	Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Total 2018	Total 2017
		R'000	R'000	R'000	R'000	R'000	R'000
2018							
Total expenditure		3,882,378	371,569	4,253,947	184,738	4,438,685	4,266,369
Recurring items		3,821,943	369,718	4,191,661	183,241	4,374,902	4,206,843
Personnel		2,411,420	108,781	2,520,201	28,561	2,548,762	2,398,290
Academic professional	14	1,290,592	58,220	1,348,812	15,286	1,364,098	1,283,565
Other personnel	14	1,120,828	50,561	1,171,389	13,275	1,184,664	1,114,725
Other current operating expenses	18	984,437	138,493	1,122,930	143,855	1,266,785	1,131,909
Depreciation	3	76,392	17,790	94,182	10,629	104,811	104,424
Amortisation of software	4	7,161	93	7,254	161	7,415	7,473
Bursaries awarded	19	337,877	103,003	440,880	35	440,915	471,059
Sub-total		3,817,287	368,160	4,185,447	183,241	4,368,688	4,113,155
Finance costs	23	4,641	1,558	6,199	-	6,199	6,768
Impairment (gains)/losses	20	15	-	15	-	15	86,920
Non-recurring items							
Capital expenditure expensed	18	60,435	1,851	62,286	1,497	63,783	59,526
Surplus/(Deficit) for the year		66,354	(41,765)	24,589	946	25,535	257,089
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	-	-	-	-	-	164,902
Actuarial gains and losses on defined benefit plans	15	12,503	-	12,503	-	12,503	14,652
Total comprehensive income for the year		78,857	(41,765)	37,092	946	38,038	436,643



CONSOLIDATED AND SEPARATE STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2018

UNIVERSITY

	Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Total 2018	Total 2017
		R '000	R '000	R '000	R '000	R '000	R '000
2018							
Total expenditure		4,004,366	241,274	4,245,640	183,590	4,429,230	4,221,010
Recurring items		3,943,847	239,506	4,183,353	182,093	4,365,446	4,161,757
Personnel		2,411,420	69,044	2,480,464	28,561	2,509,025	2,348,981
Academic professional	14	1,290,592	36,952	1,327,544	15,286	1,342,830	1,257,175
Other personnel	14	1,120,828	32,092	1,152,920	13,275	1,166,195	1,091,806
Other current operating expenses	18	1,090,761	53,119	1,143,880	143,445	1,287,325	1,131,520
Depreciation	3	77,137	14,290	91,427	9,886	101,313	101,727
Amortisation of software	4	7,156	50	7,206	166	7,372	5,942
Bursaries awarded	19	337,877	103,003	440,880	35	440,915	471,059
Sub-total		3,924,351	239,506	4,163,857	182,093	4,345,950	4,059,229
Finance costs	23	4,655	-	4,655	-	4,655	4,542
Other (gains)/losses	20	14,841	-	14,841	-	14,841	97,986
Non-recurring items							
Capital expenditure expensed	18	60,519	1,768	62,287	1,497	63,784	59,253
Surplus/(Deficit) for the year		50,382	(12,154)	38,228	2,094	40,322	197,116
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	-	-	-	-	-	91,414
Actuarial gains and losses on defined benefit plans	15	12,503	-	12,503	-	12,503	14,652
Total comprehensive income for the year		62,885	(12,154)	50,731	2,094	52,825	303,182