



The Future. Reimagined.

2017 **STAKEHOLDER REPORT**



UNIVERSITY
OF
JOHANNESBURG



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**The Pan-African
centre for critical
intellectual inquiry**



UJ AT A GLANCE

OUR VISION

To be an international university of choice, anchored in Africa, dynamically shaping the future

OUR MISSION

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

OUR VALUES



IMAGINATION

Through imagination we

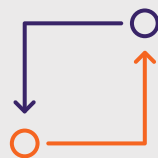
- Shape the future
- Think independently
- Develop a cosmopolitan identity
- Exhibit ambition and drive
- Adopt entrepreneurial approaches



CONVERSATION

In conversation we

- Learn together from our diversity
- Make wise decisions collectively
- Engage meaningfully with one another
- Display mutual respect
- Lead consultatively



REGENERATION

By regenerating we

- Develop sustainably through creative contribution
- Look inward for renewal
- Innovate for the common good
- Make positive change
- Take advantage of overlooked opportunities



ETHICAL FOUNDATION

In our ethical approach we

- Treasure academic freedom
- Seek balance in the pursuit of knowledge
- Face challenges with courage and earn trust in others
- Act responsibly by being fair, consistent and transparent
- Participate in and help the community by practicing ubuntu*

**Ubuntu – humanness in the Nguni languages of southern Africa – means achieving excellence through sharing a way of life with others and caring for their quality of life.*



**VICE-CHANCELLOR
AND PRINCIPAL'S
OVERVIEW:**

**Prof Tshilidzi
Marwala**

Taking UJ into the Fourth Industrial Revolution is of seminal importance, and our GES 4.0 Project will accomplish this.



The year 2017, like those immediately preceding it, has been momentous for higher education in South Africa. Real concerns have been raised by South African students and have provided us with the opportunity for imaginative, innovative and creative solutions.

Through financial aid and other essential support UJ has striven to ensure that every student has access to an affordable and high-quality education, and during 2017 our Missing Middle Campaign raised R201 million for our 'missing middle' students, with R10 million for e-tablets for all first-year NSFAS-funded students.

In our firm commitment to innovation, and in partnership with Academic Partners, we launched three 100% online master's degree programmes to enable teaching and learning anywhere, with a further 17 programmes to come soon. 2 800 tablets were provided free to NSFAS-qualifying students, and 21 000 textbooks were provided free to students for selected modules. By contributing to globally connectedness, we are serving the knowledge-based economy and its role in an inclusive society.

With our 1 560 accredited research outputs during 2017, and over 54 000 citations over the past five years, we continued our success as a research-focused institution, positioning us fifth nationally, and with physics and astronomy continuing to have the greatest impact.

Our 266 postdoctoral research fellows (PDRFs) made an increasingly significant contribution to UJ's research output in 2017.

Through our Global Excellence and Stature (GES) initiative we have attracted and appointed 48 distinguished visiting professors (DVPs) from across the globe, with the appointment of Prof Wole Soyinka, the first African recipient of the Nobel Prize in Literature in 1986, as a DVP in our Faculty of Humanities, a noteworthy testament of our growing reputation and stature on the global stage. With our 13 South African Research (SARChI) Chairs we now have more than double the number of such Chairs prior to 2015.

Our Postgraduate School (UJPS) is making an impact on postgraduate success, and we have exceeded the national average in master's enrolment and graduations, which improved by 36.13%.

The University and its researchers continued to grow and increase external research funding, which, despite the challenging South African financial landscape and the specific challenges facing the higher education sector, stood at just over R200 million for 2017. Funding for postgraduate scholarships and postdoctoral fellowships increased by 22% from 2016 to 2017, with 48.31% of the total scholarships and fellowships coming from the NRF. Nonetheless, we could only support 12.73% of our master's students and 24.7% of our doctoral students through our Postgraduate School funding.

The big change in 2017 was the implementation of the new NSFAS model, and historic enrolment patterns are no longer a reliable measure of future trends. However, our sophisticated enrolment-monitoring dashboard provides updated information every ten minutes during registration, and with our first online enrolments

in new postgraduate qualifications, we anticipate that demand for online programmes will grow in 2018 and beyond. Overall, 2017 enrolment was well managed, with actual enrolment just 0.43% above the planned target.

The maximum of 50 000-contact enrolments set in the UJ Strategic Plan 2025 requires that the increase in PG enrolments should be offset by an adjustment to undergraduate enrolments, and the decrease was implemented primarily in the newly formed College of Business and Economics (CBE). Targets set for international student enrolment were pleasingly exceeded.

Data insights through student success analysis clearly pointed to the need to track and monitor student persistence on a weekly basis and a renewed focus on postgraduate time to completion (TTC), in relation to certain achievement milestones to ensure improvement.

Decolonisation of the curriculum remained a key focus of all our activities and in June 2017, Senate approved our Decolonisation Charter. A reporting template was developed with faculties required to report their progress bi-annually as well as their own, unique and often innovative response, with research remaining a key area.

The fully online, compulsory Short Learning Programme (SLP) African Insights was launched in 2017 as a gateway to Africa's rich intellectual and creative traditions and practices. During 2017, 1 439 first-year students completed the SLP successfully, and it will be offered once in each semester in 2018.

VICE-CHANCELLOR AND PRINCIPAL'S OVERVIEW



The 123 programme reviews conducted during 2017 identified areas of excellence as well as those requiring improvement. Improvement plans address these areas on an ongoing basis, and the curriculum was the focus area for the Quality Enhancement Project (QEP) Phase 2. We also submitted a considerable number of new programmes for approval by the Council on Higher Education (CHE), during 2017, with 27 programmes accredited for implementation from 2018.

UJ's drive for internationalisation continued through work with the Times Higher Education, University 21 and BRICS networks. Following recruitment drives in 11 countries, 989 postgraduate and 2 355 undergraduate international students registered in 2017.

Our footprint in Africa is increasing, with engagement continuing with the government of Zimbabwe, and a new partnership with the government of Equatorial Guinea, university agreements with Botho University and the University of Botswana.

Executive Leadership visits to the University of the West Indies (UWI) and Harvard University were successfully concluded, yielding our first physical presence in the Caribbean.

UJ retained its rank in both the 601 – 650 group in the QS World University Rankings (WUR), and the 601 – 800 group of the THE WUR, as well being

ranked 58th in the QS BRICS ranking, our highest BRICS rank attained by the institution. UJ also features well in rankings focusing on universities younger than 50 years.

In 2017, UJ made its debut in the prestigious ARWU system, ranking in the 401 – 500 group, and broke into the top 500 in the BGUR (US News and World Report's Best Global Universities Rankings). We also featured in numerous subject-focused ranking systems.

The Global Teaching Excellence Award (GTEA) recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence, and in 2017 UJ was the only African university selected as one of the 27 GTEA finalists.

The College of Business and Economics was established on 1 July 2017, through the merger of the Faculty of Management, and the Faculty of Economic and Financial Sciences. In addition, we launched our first-ever business school, the Johannesburg Business School (JBS), which will deliver on a range of activities and applied research relevant to business in Africa, and with a specific focus on African teaching cases.

MEDICAL SCHOOL

The business case and business plan were finalised and presented to a joint forum of DHET, the Department of Health, the National Treasury, the CHE and the South African Medical and Dental Council, at a meeting held on 31 January 2017 and we now await the outcome of this process.

ENHANCEMENTS IN STUDENT LIFE-CYCLE MANAGEMENT

We once again confirmed our leadership in the further development and use of online systems for the management of the student life cycle, ranging from applications through to graduations. The No Application Fees Policy saw 96% of 185 870 applicants applying online.

During registration, given the potential for disruption, our comprehensive risk mitigation strategies encompassed an enhanced focus on online services. With only online off-site registrations being accepted, we attained a student satisfaction rate of 85%.

GRADUATIONS

More than 12 000 students graduated at almost 80 centrally coordinated graduation ceremonies, and we attained a student satisfaction rate of 86%. Our new advanced-security certificates not only protect our certificates from fraud, but also preserve our reputation as to the integrity of our qualifications.

External auditors performed the annual compliance certification, and no exceptions were recorded.

MONITORING STUDENT EXPERIENCE AND EMPLOYABILITY

We conduct annual surveys of students to gauge their satisfaction with various aspects of their overall experience, and in 2017 most of our undergraduate students had positive experiences of student life, with 86.2% indicating that they would choose UJ again.

In the Postgraduate Student Experience Survey, close to 20% of all respondents were international postgraduate



The Global Teaching Excellence Award (GTEA) recognises and celebrates institutional commitment to the pursuit of teaching and learning excellence, and in 2017 UJ was the only African university selected as one of the 27 GTEA finalists.

students – the highest percentage ever, with most enrolled for doctoral studies. Doctoral respondents expressed high levels of satisfaction with the quality of supervision.

The 2017 Graduate Employability Survey showed that 66.7% of the last three graduating cohorts were in some form of employment in 2017, mostly in Gauteng, and the majority of graduates agreed that their studies had adequately prepared them for their working life.

STUDENT FUNDING

As with other universities, we were able to increase our tuition and residence fees by 8% in 2017 as directed by the Minister, with the number of our NSFAS-funded students also increasing significantly during the year.

LOOKING AHEAD

While 2017 was a challenging year, our positive financial results have positioned the University well to ensure reinvestment in teaching and learning infrastructure and student accommodation. Cost containment and the generation of other income streams will continue to be our focus into the future to ensure the financial sustainability of the University.

Taking UJ into the Fourth Industrial Revolution is of seminal importance, and our GES 4.0 Project will accomplish this.

We will continue to focus on infrastructure, as key to a sound study environment for our students. We will be building two residences on the Soweto Campus, and will be developing a safety

strategy for all our campuses. We will be expanding our online offerings, and our extensive support to students will continue, particularly in dealing with dropout rates. While our 85% success rate is good, still only 65% of our students graduate at all.

We will also extend our international reach, both physically and by utilising technology, and will continue expanding our research footprint with the aim of surpassing 2 000 research units per year in 2018.

Finally, our striving for excellence through a nationally relevant and internationally significant research agenda and the best possible teaching and learning opportunities for students and staff will undoubtedly continue to position us well in rankings such as THE, QS and Shanghai systems.

Prof Tshilidzi Marwala
Vice-Chancellor and Principal

2017 HIGHLIGHTS



RANKINGS

GLOBAL RANKINGS

QS World University Rankings (WUR) | Ranked in the 601 – 650 group

THE WUR | Ranked in 601 – 800 group

QS BRICS ranking | Ranked 58

QS Top 50 (& Next 100) **Under 50 ranking** | Fifth-youngest ranked university, and ranked in the 91 – 100 group

THE Young University Rankings | Debut in the 151 – 200 group

ARWU | Ranked in the 401 – 500 group of this prestigious system

BGUR (US News and World Report's Best Global Universities Rankings) | Broke into the top 500

QS RANKINGS BY SUBJECT

Ranked in three subject areas:

Arts and Humanities **(391)**

Natural Sciences **(451 – 500)**

Social Sciences and Management **(451 500)**

51 – 100 group for Development Studies

151 – 200 group for Geography

201 – 250 group for Law

251 – 300 group for Education

The US News and World Report Best Global Universities Rankings by Subject

First-time ranking:

Physics – **320**

Chemistry – **506**

Social Sciences; Public Health – **372**

THE RANKINGS BY SUBJECT

251 – 300 group for Social Sciences

301 – 400 group for Physical Sciences; Arts and Humanities

401 – 500 group for Engineering and Technology; Clinical, Pre-Clinical and Health

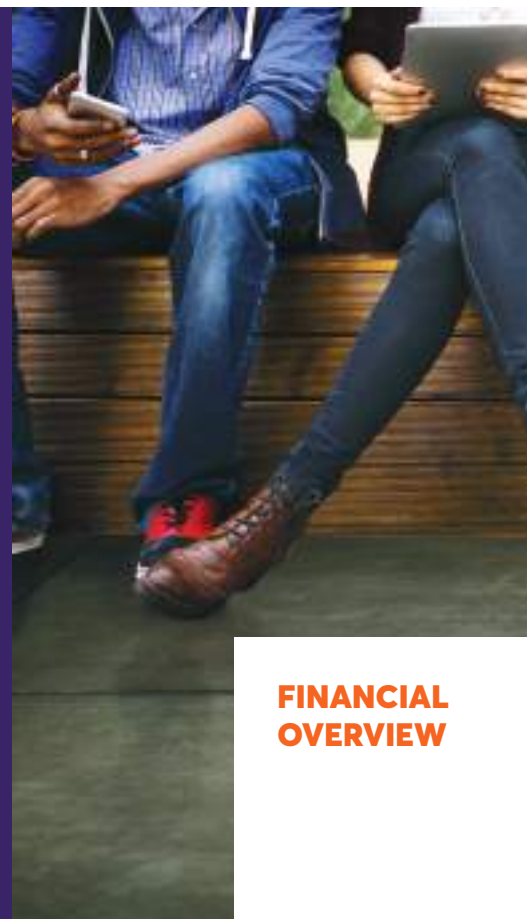
Shanghai Rankings' Global Ranking of Academic Subjects (GRAS)

Ranked **34** for Hospitality and Tourism Management;

201 – 300 group for Earth Sciences

301 – 400 group for Physics.

FINANCIAL OVERVIEW





**R206m
surplus**

Annual operating
surplus/loss

R1 268m

Council-
controlled
reserves

R216m

Third- stream
income
(unencumbered)

R207m

Third-stream
income
(externally-
generated
research funding)

R5.6m

Consolidated
net assets



STUDENTS

3 343

Number of
international
students

2 979

Total
postgraduate
outputs

9 791

Undergraduate
output

44.70%

Percentage UG
programmes
incorporating
foundations of
decolonisation

991

Number of study
abroad students
(inbound and
outbound)

33.20%

Percentage
students enrolled
in science,
engineering and
technology (SET)
programmes

86.2%

UG student
satisfaction –
well above the
target of 75%

50 354

Total headcount
enrolment

R201m

Sum raised by
'Missing Middle'
Campaign



STAFF

41.8%

Percentage of
black permanent
and fixed-term
academic staff

47.13%

Percentage of
permanent
and fixed-term
academic staff with
doctorates

43.59%

Percentage of
permanent
and fixed-term
academic staff with
Masters

15.10%

Percentage of
international
permanent
and fixed-term
academic staff



RESEARCH

The University continues to gain
greater local and global recognition
for both its academic and research
prowess with prestigious recognition,
and 27 national and international
awards.

8 865

Annual citations
in Scopus

1 560

Accredited
research output
units

78.8%

Percentage of
publications in
international
journals

189

NRF-rated
researchers

48

Number of
Distinguished
Visiting
Professors


266

Number of
Postdoctoral
Research
Fellows

A large, abstract network diagram composed of numerous white dots connected by thin white lines, with several larger orange dots acting as hubs. This graphic spans the upper right portion of the page.

RESEARCH OVERVIEW

Together, three major divisions of Research and Postgraduate Studies, including Strategic Initiatives and Administration; Internationalisation; and the Library and Information Centre represent the fulcrum of research excellence at UJ.

A partial view of a hand holding a small, dark globe is visible in the bottom right corner of the page.





INTRODUCTION

The Research and Postgraduate Studies Division expanded with the addition of the UJ Technology Transfer Office during the course of 2017, which brought innovation and entrepreneurship closer to research and postgraduate training.

RESEARCH PUBLICATION OUTPUTS

During 2017, 1 560 units were approved for subsidy, and of the publications submitted for accreditation, 78% were in ISI, IBSS, Norwegian and Scopus indexed journals internationally. Our publications were viewed more than twice as many times compared to other institutions with similar publication profiles.

The Field-weighted Citation Impact (FwCI) measures quality, and UJ's Scopus-listed publications, with an FwCI of 1.35, indicating that UJ had 35% more citations compared to other institutions with similar publication profiles over the same period.

The Scopus All Science Journal Classification (ASJC) system shows the top areas of our research articles to be agricultural and biological sciences, arts and humanities, business, management and accounting, chemistry, computer science, earth and planetary sciences, engineering, material science, physics and astronomy, and social sciences.

RECOGNITION

There was growth in UJ researchers with international standing, with the addition of three new A-rated and two new B-rated researchers, and we now have 32 Y-rated researchers. We now host the SARChI Chair in Teaching and Learning, under Prof Brenda Leibowitz, bringing to 13 the number of prestigious SARChI Chairs at the University.

The National Science and Technology Lifetime Achievement Award was bestowed on Prof Nic Beukes, while the Young Women in Science Award went to Prof Philiswa Nomngongo in the category Physical and Natural Sciences.

During 2017, 24 invention disclosures were submitted, eight provisional patents filed and one PCT application was received, with 19 national patents processed to date.

Our external research funding increased to approximately R197 million for 2017. Six projects received Technology Innovation Agency Seed Fund grants, with total seed funding for the year standing at R3.3 million.



UJ'S NRF-RATED RESEARCHERS PER CATEGORY

Year	Rating category					Total
	A	B	C	P	Y	
2014	6	32	77	1	26	142
2015	6	33	86	1	30	156
2016	6	38	97	1	34	176
2017/2018 (provisional)	9	40	107	1	32	189

PROFILE OF UJ RESEARCHERS

NRF ratings are an indication of research productivity and excellence. The number of NRF-rated researchers at the University of Johannesburg increased to 189 by the end of January 2018, from 142 in 2014. Most important is the growth of UJ researchers with international standing as is seen by the addition of three new A-rated researchers or world leaders, two new B-rated with considerable international standing, and our maintaining the number of emerging researchers, as we now have 32 Y-rated researchers. This bodes well for efforts to have a balanced sustainable research community with regard to age, research productivity, and national and international recognition.

INTERNATIONALISATION AND MOBILITY

A total of 1 600 students engaged in study abroad and short learning programmes (SLPs) during 2017. Study Abroad to Africa increased the number of short-term mobility and internships in:

- Health Sciences at Appalachian State University
- Science at Hong Kong University
- Health Sciences at the World Health Organisation's Podiatry Programme
- Law at Cornell University

The Faculty of Engineering and the Built Environment offered a Short Learning Programme on Mineral Policy in Dakar, in collaboration with the African Institute for Economic Development and Planning (IDEP).

Through NAFSA, we initiated a new relationship with two study-abroad providers, with International Studies Abroad (ISA) sending us 40 students. International Education Studies (IES) sent us 30 students and a new reciprocal programme with Tennessee State University has resulted in a total mobility of 19 students and one UJ staff member.

The launch of the FADA-anchored short learning programme, Ukuluka, with David Tlale, and funded by U21, allowed us to run a new SLP in 2017. The launch of the 'Leading like Mandela' Programme featured 50 students and the new 'Africa by Bus' initiative took us above our study abroad target. Our strengthening relationship in Indonesia resulted in the first set of exchange students being sent to UJ from Binus University.

PARTNERSHIPS

With ten scholarships extended in Zimbabwe, a new relationship with the government of Equatorial Guinea,

and new agreements with Botho University in Botswana and the University of Botswana (UB), our partnerships have been enhanced. Our Caribbean presence also saw reciprocal student leadership visits in 2017.

GLOBAL REPUTATION

Our global advertising for 2017 appeared in the IEASA booklet 'Study Abroad in South Africa', QS Top Universities Guide; and WOW News, and the partnership with The Conversation was continued.

Prof Wole Soyinka, our first Nobel Laureate DVP, delivered his inaugural lecture in September and the launch of a Wole Soyinka Creative Learning Programme in 2018 is planned.

We hosted seminars in collaboration with the Library, New York University and Rutgers Business School, with over 25 delegations hosted.

We are continually improving the Division's website to reflect international visits and global reputation activities and we have joined some of the best universities on the digital marketing platform, Keystone Academic Solutions, to market all postgraduate programmes.



RESEARCH PERFORMANCE

RESEARCH PUBLICATIONS

The number of DHET accredited units generated from our catalytic interventions is on the rise, in line with the increasing number of appointments and enrollments. Units generated increased from 121.97 in 2016, to 145.29 in the reporting year. However, when taking into consideration contributions by both GES incumbents and their UJ co-authors, the total number of accredited units was 331.93 in 2016 and 304.32 submitted in 2017.

RESEARCH PRODUCTIVITY OF POSTDOCTORAL RESEARCH FELLOWS

PDRFs
administered
by the UJ
Postgraduate
School

266
(2016: 207)



Proportion
of publishing
PDRFs

53%
(2016: 61.8%)

The total number of accredited units generated by PDRFs increased to 161.68 units submitted in 2017 from 139.88 in the previous year. However, if contributions by both PDRFs and their UJ co-authors are considered, the total number of accredited generated units in 2017 stands at 300.23 (2016: 221.53). This represents an increase on the average unit generated by each publishing PDRF from 1.25 units (2015) to 1.73 units (2016), and currently to 2.09 units (2017).

The number of postdoctoral research fellows (PDRFs) administered by the UJ Postgraduate School has increased from 126 in 2012 to 266 in 2017. Of all PDRFs, 36.4% are funded by GES. Total PDRF funding in 2017 stood at R34 million, of which R5 million was funded by the NRF, R10 517 million through the URC and R17.6 million through the GES Programme. Claude Leon funded three PDRFs at R851 681.

POSTGRADUATE PERFORMANCE

The UJ Postgraduate School (UJPS), approved by the Senate in 2015, was launched on 25 May 2016, with the vision of being 'a school of excellence dedicated to UJ postgraduate development and performance'.

The UJPS plays an important role in advancing our postgraduate portfolio, and in growing intellectual currency. It achieves this through the provision of a consistent and transparent regulatory environment, enabling systems and processes, the provision of postgraduate funding, research capacity development, and an excellent postgraduate experience.

Postgraduate performance includes doctoral, master's, honours and other qualifications below master's level. Postgraduate enrolments in 2017 were 7 942, reflecting a decrease by 1.42% from 2016 to 2017. Graduation numbers reported are those for 2016 (n-1).

HONOURS ENROLMENT, GRADUATION AND COMPLETION RATE

A change in qualifications offered in 2017 resulted in a reduction in honours enrolments by 948 students, or 8.43%. The reduction was partially compensated for by an increase of 678 students in other postgraduate qualifications below master's, although there was still an overall reduction of 6.55% between 2016 and 2017 in honours and other postgraduate registrations below master's.

Honours graduations in 2017 were 17.85% lower than in 2016, with 1 629 students graduating. The average TTC for the 2017 graduating class was 1.43 years, higher by 1.43% when compared to 2016.

MASTER'S ENROLMENT, GRADUATION AND COMPLETION RATE

There were 3 021 master's students in 2017, an increase of 2.45% from the previous year. The coursework master's numbers increased most, with a 6.62% increase to 1 824 students in 2017. Our 1 197 students in 2017 reflected a reduction of 1.97% in registrations for research master's.

An evaluation of the master's cohorts registered for more than three years (the UJ maximum time for master's registration) shows an increase in the graduated cohort percentage, and a decrease in the percentage dropping out after the third-year registration.

Master's graduations reduced very slightly by 0.44% in 2017, to a total of 679. The reduction was 4.86% for the coursework master's compared to a 7.20% increase in the research master's programmes. The average TTC for the 2017 master's graduating class was 3.06 years, a reduction of 3.82%. For the coursework master's programmes, TTC was 2.98 years (-8.95%), and for the research master's 3.19 years (-4.17%).

DOCTORAL ENROLMENT AND SUCCESS

Doctoral enrolments grew by 9.11% from 2016, with the 2017 headcount at 1 078. International doctoral students increased from 321 (32.6%) in 2016 to 377 (35%). There were 126 doctoral graduates in 2017, a 5.86% increase from 2016.

The percentage of cohorts that have completed after four years (the maximum allowed time for full-time doctoral students) is increasing, and the percentage that has dropped out by that time is decreasing. The average TTC for the 2017 graduating class was 5.10 years, an increase of 3.75% from 2016.

POSTGRADUATE FUNDING

University funds now form 51.1% of all postgraduate funding, and a transparent and equitable process was put in place for the allocation of university funds to the various faculties, based on past performance and the planned headcount within the specific category.

POSTGRADUATE FUNDING INCREASE IN 2017



Postgraduate students and PDRFs

22%

NRF funding

8.3%

University Research Committee funds

5.8%

GES funding

94.4%

Other external postgraduate funding

71.4



During 2017, Postgraduate Fund Management (PFM) facilitated and administered funding calls from NRF, Mandela Rhodes, ETC (Electronic Toll Collection), Reatile, Claude Leon, CSIR, FirstRand Bank and the Rhodes Foundation. Workshops were held to support candidates in the application processes, and electronic application stations with support were initiated at the UJPS to enable the electronic application processes.

RESEARCH CAPACITY DEVELOPMENT (RCD)

Over the past three years we have seen a remarkable improvement in the number of academic staff with doctoral qualifications, standing at 47.4% by the end of the reporting year. Even with this improvement, it is nonetheless a balancing act to retain, attract and replace qualified staff members, in light of resignations and retirements of highly qualified academic staff.

The DHET research development grant continue to contribute significantly in supporting staff members studying towards a doctoral degree. In 2017, the DHET Phase-out Research Development Grant supported six projects, some of which were offered through the Research Capacity Development (RCD) Unit of the Postgraduate School. Over 100 applications were supported under these projects, resulting in full expenditure of the awarded R6 006 000.

There were 35 RCD workshops, with a total of 599 participants, of whom 259 were staff members and 340 were postgraduate students. A total of 403 workshop evaluations were completed, with 391 participants rating the workshop as either 'very useful' or 'useful', and only 12 rating the workshop 'of limited use'.

Two inter-faculty events provided postgraduates with the opportunity to report on their research. In September, over 40 spectators watched 13 PhD candidates from five faculties compete in the UJ Three-Minute Thesis Competition, and there were over 100 participants at the Postgraduate Symposium held in October.

Seven blended learning short courses on aspects of postgraduate supervision were piloted during the year. Of the 58 staff members who registered, 39 completed their courses and passed, with overwhelmingly positive feedback. Two international experts on postgraduate supervision, Prof Gina Wisker from the UK and Prof Margaret Kiley from Australia, also gave favourable reviews.

A total of 101 individual coaching sessions were offered to staff members registered for doctoral studies.

A total of 228 writing consultations were booked by master's students and doctoral candidates with two research-writing specialists, with 52 consultations with UJ staff members also held. In a survey conducted after the first four months of provision 93% of respondents reported feeling more confident about their writing abilities as a result of the consultation. While 45 people had only one consultation, others returned up to nine times over a number of months.

STATISTICAL CONSULTATION SERVICES (STATKON)

During 2017, Statkon consultants provided research design support for 230 projects and analysis support for 257 projects, predominantly requisitioned from the Faculties of Engineering and the Built Environment, Health Sciences, and Management, and from honours, master's and doctoral students and staff members.

Also contributing to the UJ objectives of increasing research output and improving student throughput, Statkon offered support in demonstrating data capture procedures to individual students or in facilitating data capture internally, with data capture for 49 projects facilitated during 2017.

During 2017 Statkon consultants also facilitated 23 workshops on research design and statistical analysis. Conducted through RCD, these workshops are tailored for particular departments.

TECHNOLOGY TRANSFER OFFICE (TTO)

This office is responsible for managing the University's intellectual property portfolio and technology transfer, guiding opportunities as they progress towards commercialisation, accessing development and commercialisation funding, and brokering local and international commercial partnerships. As UJ moved to revitalise innovation and entrepreneurship across faculties, departments and campuses, in 2017 the TTO formally moved from the Finance to the Research and Innovation Division.

The TTO is a member of the World Intellectual Property Organisation's Technology and Innovation Support Centres programme, and TTO staff members have also received training through distance learning courses offered by the World Intellectual Property Organisation's Academy.

With the TTO playing an active role in the International Organization for Standardisation (ISO) Technical Committee 279 Work Group 1, UJ has contributed to the development of Guidelines and Standards for Innovation Management Systems through the South African Bureau of Standards (SABS). The TTO is also an active member of the Gauteng Technology Transfer Forum.

INTELLECTUAL PROPERTY (IP) AWARENESS AND SHOWCASING OF UJ INNOVATIONS

The National Intellectual Property Management Office also funds capacity development and a position in the TTO. This grant supports workshops, resource material development, networking opportunities, and showcasing of UJ's innovations at regional and national events. The workshops and events focus on raising awareness of the regulations for intellectual property generated from research, innovation and commercialisation. They encourage innovation, creativity and entrepreneurship, and interactions with development and commercial partners.

The UJ TTO took part in the DST Innovation Bridge exhibition, displaying three UJ projects:

- Symba – a paediatric hospital bed
- Jazlo – a shower valve that redirects cold water for water saving and re-use
- Research Go – an innovative survey platform

In its new premises on Plantation Road at the Auckland Park Kingsway (APK) Campus, the TTO provides an environment that stimulates interaction, innovation and nurturing of ideas, with the iLounge a space for out-of-the-box thinkers to freely think and share their ideas, problems and solutions with diverse and like-minded individuals. The TTO successfully hosted four i-Sessions in the second semester of 2017.

INVENTION DISCLOSURES AND PATENTS

In the course of 2017, the TTO received 24 new invention disclosures through its Inteum online system. Seven of these were explored, and five returned to the inventors with advice to carry out further research.

Of new IP filings in 2017, eight were provisional South African patents, four were South African patents and three were European patents. In addition, 19 design applications and two trademarks were filed.

PROJECT PIPELINE

There are a number of innovative products and processes in the pipeline including:

MINERAL POSITRON EMISSION TOMOGRAPHY (MINERAL PET)

This is a novel application of medical scanning technology to detect diamonds within diamond-bearing rock ore. This patented technology is a result of research carried out by inventors at UJ and the University of Witwatersrand. Engagements with a potential commercial partner have commenced.

ACCELERATED PLANT GROWTH

This unique invention by an academic researcher in the Department of Botany and Plant Biotechnology in the Faculty of Science enhances the growth rate of crops by spraying the plants with CO₂-loaded water at regular intervals. A potential commercial partner was identified in 2015 and a new company, The Big Green Lettuce Company, was formed during 2017. A new prototype was built and installed in 2017 and two trials conducted on the

Jomajoco Farm to show the effect of the carbon enrichment procedure on stimulating growth of different types of fresh produce. The results showed that plants sprayed with the treated water grew significantly faster than control plants.

SYMBA PAEDIATRIC HOSPITAL BED

A true UJ commercialisation success story is that of the paediatric hospital bed designed by a former student in the Department of Industrial Design in the Faculty of Arts, Design and Architecture. Sixty paediatric hospital beds were delivered to the Nelson Mandela Children's Hospital and are currently being used with considerable success. The entrepreneur showcased the product at the 2017 Department of Science and Technology Innovation Bridge Exhibition and partnerships have been established in the medical industry.

SILVER ANTI-CANCER COMPOUNDS

This invention involves the chemical synthesis of novel classes of silver complexes that target specific forms of cancer, with targeted anti-cancer activity demonstrated in vitro. Patents have been granted in Australia, South Africa and the USA, and applications for protection in additional territories are under way in Canada, Europe and India.





TEACHING AND LEARNING OVERVIEW



Our strategic objectives are to provide an outstanding student experience and global excellence in teaching and learning, and our 2025 Strategy is to achieve global stature.





TEACHING AND LEARNING OVERVIEW

ACADEMIC DEVELOPMENT AND SUPPORT

The Division of Academic Development and Support comprises multiple initiatives with the overall purpose of providing the best possible academic experience for undergraduate students in South Africa, and consequently to maximise retention, success and throughput.

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.

The transformation of the curriculum so that Africanisation and decolonisation can be achieved remains a key focus of all our teaching and learning activities, and we continue to track and report on decolonisation developments, with each faculty in its own, unique and often innovative manner.

African Insights, a fully online module, was launched in April 2017, with the aim of introducing all UJ students to African intellectuals and their thoughts, as well as to South African political and social milestones and commitments.

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CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)

CAT supports the provision and development of innovative and evolving technologies for teaching and learning through the smart use of academic technologies. During 2017, CAT continued to network locally, regionally and internationally by giving academic and technical papers at conferences and workshops, as well as participating in the activities of professional bodies.

During 2017, three dedicated instructional designers from CAT were involved in the development of ten online programmes, and this will rapidly expand in 2018. CAT also supported the development and pilot phase of the African Insights module. Three fully online master's programmes were launched in 2017 and the master's in Educational Management had its first enrolment in March 2018.

2017 was the third year of distributing iPads to qualifying NSFAS first-year students. A total of 2 904 iPads were handed out, with all students receiving basic instructions on their use. A series of training events was also organised for staff and students. Eighty percent of the iPads were distributed in the first six weeks of semester.

TEACHING AND LEARNING PROFESSIONAL DEVELOPMENT

Staff training sessions offered by CAT in 2017 focused not only on technical training, but also on pedagogical direction to staff for blended teaching and learning, promoting and supporting the use of more Blackboard functionalities, including online assessments, assignments, and use of the Blackboard Grade Centre. A paper-to-online workshop was developed to prepare staff to move to fully online programmes.

Over 300 academic staff members attended staff development workshops in 2017, either one-on-one or in groups. During 2017, Eiffel Corp trained an additional 200 staff members from the College of Business and Economics for Levels 1 and 2 of Blackboard Teaching and Learning (T&L) Certification.



TECHNICAL SUPPORT AND DEVELOPMENT: ULINK AND BLACKBOARD

During the First Year Seminar, CAT staff introduced over 3 000 students to uLink – UJ's single sign-on access to a student and staff portal – and the Blackboard LMS through training sessions on all four campuses. Large TV screens on all four campuses display information slides directing students to CAT, ADC and PsyCaD services. During 2017, there were over 10 million individual logins on uLink, with approximately 33 000 daily individual student logins during the core ten academic months.

There has been a significant increase in the number of modules that have been registered on Blackboard Learn, with a total of 5.6 million logins. During the core months of each semester, we had over 650 000 unique logins to Blackboard per month – nearly 22 000 per day.

CAT LAB: SUPPORTING INNOVATION IN TEACHING AND LEARNING

The CAT Lab, UJ's Teaching and Learning Innovation Laboratory, became fully functional in January 2017 with three staff members. Plans are in place to appoint two interns for 2018. 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. The CAT Studio for the collaborative development of online learning products has also been refined and customised for needs within e-learning development.

E-TEXTBOOKS FACILITATED BY GRADNET FOR UJ STUDENTS

In 2017, UJ made R18 million available for e-textbooks for first-year students across faculties. A total of 12 500 students qualified to receive a total of 62 different e-textbooks, with 75% redeeming their books. Publishers have indicated that UJ's e-textbook project involved the most downloads of all academic e-textbooks in South Africa.





TEACHING AND LEARNING PERFORMANCE

During the year great focus was placed upon the decolonisation of curricula, and its impact on teaching and learning, with every faculty and department handling the issue through initiatives that are relevant and appropriate to their disciplines and approach.

FACULTY OF HEALTH SCIENCES

During 2017 the Faculty of Health Sciences continued to advance on the teaching and learning front with the introduction of innovative online and blended learning activities across the majority of departments in the faculty.

The Departments of Sport and Movement Studies and of Anatomy and Physiology are increasingly making use of online platforms for teaching, learning and assessment. The Department of Homoeopathy has successfully piloted peer assessment strategies using Blackboard and the online platform.

The faculty's clinical learning simulation laboratory saw the introduction of a number of individual and multidisciplinary teaching events during 2017. These included a multidisciplinary simulation exercise between students from MIRS and EMC as well as visits from colleagues from the division of Emergency Medicine at Wits.

The faculty is now in the final stages of upgrading one of the rooms in its simulation laboratory to include the use of green-screen technologies for remote audio-visual monitoring and viewing of student performance during simulation events.

During 2017 the faculty produced a collaborative guide for best practice in simulation teaching and learning. The UJ SATLAB system focuses on limiting assessor bias, strengthening inter-rater reliability and delivering a quantitative score for assessment of clinical competence using simulation. The system is now being used by a number of private and public HEIs including the South African Military Health Services.

The EMC department continued with a number of off-campus simulated medical rescue events, including a large-scale multi-agency exercise at Gariep Dam.

The Nursing department has made extensive use of a new state-of-the art birthing manikin for the teaching of their midwifery students. This manikin allows students to practice delivery procedure in a safe environment before they move into hospital environments.

The Department of Environmental Health in collaboration with the faculty's Water Research Centre produced local training videos on water and surface sampling for the environmental health students.

CREATIVE USE OF TECHNOLOGY AND HAND-HELD DEVICES

An interactive app for Optics and Ophthalmic Optics continued to be used for demonstrations, also providing a means of relevant access to information for students. Guest lecturers had interactive sessions with senior students, and with the assistance of funding from Discovery, an additional clinic was incorporated at Riverlea Clinic both to support the community and provide students with greater exposure to paediatric patients.

There was ongoing collaboration with registrars in Ophthalmology at St John's Eye Hospital for the provision of specialised contact lens (keratoconus) services to support functional vision.

FACULTY OF LAW

The faculty conferred 408 undergraduate and postgraduate degrees during the three graduation ceremonies held during 2017, with our success broken down as follows:

	2016	2017
BA (Law)	21	35
BCom (Law)	51	44
LLB	239	256
Total	311	335

	2016	2017
LLM (Coursework)	61	68
LLM (Dissertation)	1	2
M Phil	0	0
LLD	4	3
Total	66	73

Concepts such as an epistemology of law, the difference between decolonisation and Africanisation and the ontology of becoming a lawyer against this backdrop were discussed in detail – all laying the basis for ongoing discussion on what the law is and what it should be.





BLENDED LEARNING AND BLACKBOARD PREDICT

During June 2017, in co-operation with The Centre for Academic Technologies, the faculty volunteered to participate in a pilot project to use Blackboard Predict. All staff members attended training on the use of the technology and by the end of 2017, the entire staff complement was able to use a range of Blackboard functions, not only for blended learning, but also to ensure that they are equipped to take part in the first Blackboard experiment in the faculty.

FACULTY OF ART, DESIGN AND ARCHITECTURE (FADA)

Department of Industrial Design implemented a strategic decolonisation plan to focus on reducing costs in the offering and execution of projects. The department also made use of uploaded open source software and students were taught these software packages as part of their digital media lectures. In addition, the department arranged sponsorship for materials for some projects through industry and alumni.

COLLEGE OF BUSINESS AND ECONOMICS (CBE)

A critical dynamic of the new CBE is the shaping of its teaching and learning environment, largely through the integration of the distinct academic strengths of the former Faculties of Economic and Financial Sciences, and Management.

The clustering of academic programmes into six schools along interconnected academic disciplines creates scope for reflection and innovation with a view to determining meaningful programme combinations. Evident synergies notwithstanding, there is a fair degree of complexity in the scope and depth of the programme offerings of the new CBE, both subsidised and non-subsidised.

In 2017, the CBE offered about 145 subsidised academic programmes, comprising 49 undergraduate and 96 postgraduate qualifications respectively, to 19 734 students, spread across 12 academic departments across four campuses, with a total of about 300 academic staff members. The extensive offering of continuing education programmes to about 5 800 students merely adds to the academic complexity of the CBE.

During 2017 we experienced greater innovation in the teaching and learning environment, with the development of several e-learning online programmes and more staff beginning to embrace a more blended approach to teaching and learning, and staff members from across the CBE participated in Blackboard training.

FACULTY OF HUMANITIES

In 2017 we met our UG enrolment target, while at PG level we were slightly over-enrolled. Our UG pass rate in 2017 was just over 85%, with an overall dropout rate of 15%, down from 16% in 2016. Our aim is to raise the pass rate to at least 90%, and bring down the dropout rate to at most 10%. Graduations were down in 2017 across the board, owing largely to the historical under-enrolment during 2014.

STRATEGIC CHANGES IN TEACHING PRACTICES

During 2017 we focused on six key areas: a review of the academic workloads, implementing blended learning across all modules, workshops on teaching excellence, reviewing assessment practices, restructuring curricula and improving our Intensive Revision Programme.



BLENDLED LEARNING

A Blended Learning Champion from each department worked closely with CAT in setting up tailor-made training workshops for each department, with a number of more general workshops focusing less on technology use. An important aim of this exercise was to align the Faculty with the University's overall goal that all modules be placed on Blackboard.

INTENSIVE REVIEW PROGRAMME

Revision sessions were run during the study break with the aim of helping as many students as possible to pass their exams, rather than running them just before the supplementary exams, with several lecturers presenting their revision classes online.

WORKSHOPS ON TEACHING EXCELLENCE

We ran 10 workshops to help our lecturers improve the effectiveness of their teaching. These included topics such as teaching with technology, re-thinking pedagogy, and designing effective tutorial programmes to complement and support lectures.

ASSESSMENT PRACTICES

During 2017 we undertook a process of examining our assessment practices across all our disciplines. This will result in an updated assessment policy to support best assessment practice, with the key focus on ensuring that our assessment practices are aligned with the wider imperatives of decolonisation.

RESTRUCTURING CURRICULA

In 2017, we began a process of restructuring our UG degree programmes so that, among other things, students will have their heaviest academic workload in their third year and not their first year.

TEACHING AND LEARNING AWARDS

In 2017 we had three different categories for recognising teaching and learning excellence: Student Choice, Mastering a Subject, and the Innovation in Teaching and Learning awards.

During 2017, 'Active Citizenship' became the first course in the faculty to be offered online with no face-to-face teaching. This proved particularly successful and students appreciated the flexibility that the online module offered them.

CBE SUCCESSES IN 2017



Undergraduate success rate

84.3%

(2016: 83.3%)

Proportion of CBE graduates relative to the University total

43%

(2016: 42%)

Graduation rate (Higher than institutional rate of 23%)

25%

First-year top achievers (52% of UJ total)

192

TEACHING AND LEARNING PERFORMANCE

EXTENDED DEGREE PROGRAMME

In 2016 eight students were put on the fast track programme, and we are proud to report that all of them completed the fast track at the end of 2017. The UG faculty extended degree programme success rate for 2017 for Humanities was 85.8% (2016: 1.3%), and 1.1% higher than UJ's UG extended degree success rate of 84.7%.

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)

During 2017 funding was secured to enhance various teaching resources including the upgrading of audio visual equipment, and the improvement of computer facilities, with the three departments of Engineering Science on the Auckland Park campus also upgrading their equipment.

STRATEGY

Strategically, we phased out diploma qualifications and phased in the new Bachelor of Technology and Bachelor degrees on the Doornfontein Campus. In tandem, 2017 saw the first rollout and implementation of the new Bachelor of Engineering and Bachelor of Engineering Technology programmes.

STUDENT SUCCESS AND SUPPORT

During 2017 FEBE continued to run its own First Year Seminar (FYS) with new first-year students. 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.

Over 250 tutors were appointed across the faculty to assist in teaching and learning. On both the Auckland Park and Doornfontein campuses, all first-year students were able to receive additional tutoring assistance on any of their first-year modules, through the FEBE First Year Tutor Centre on each campus.

We also continued to operate the FEBE Writing Centre during 2017, to offer individualised support and instruction regarding all aspects of academic writing in engineering.

FACULTY OF SCIENCE

In 2017, we achieved our key objectives by being accessible to a wide range of students and increasing both diploma and extended degree enrolments.



In presenting high-quality and relevant programmes, four new degrees were approved:

- BSc Actuarial Science
- Bachelor of Science in Applied Physics
- Bachelor of Science Honours in Physiology
- Master of Science in the Department of Biotechnology and Food Technology

The faculty enrolled 4 253 students in 2017, with 89.1% of undergraduate students from designated groups. UG diploma enrolment increased, as did the proportion of students in extended degrees. Top performing students were recognised at the Top Achiever Function, and also received recognition at special awards ceremonies within departments.

We also engaged the public and communities through online and offline Short Learning Programmes (SLPs). The Academy of Computer Science and Software Engineering successfully

offered its online version of the Cyber Security Certificate as well as a Cyber Security Awareness Certificate specially designed for the State Security Agency.

The international Imagine Cup International Online Competition was won by the 'BITSPlease' Informatics 3 project team from the Academy of Computer Science and Software Engineering.

FLAGSHIP PROGRAMME

The UJ Soweto Science Centre is a flagship programme within the faculty, with the mandate of providing tuition to learners and promoting professional development for mathematics and science teachers. The National Science Week took place in August 2017, with the week-long programme attended by about 3 000 learners.



VICE-CHANCELLOR'S DISTINGUISHED AWARDS 2017



Most promising young teacher

Dr Melissa Card

*Department of Psychology,
Faculty of Humanities*

Ms Naiefa Rashied

*School of Economics
College of Business and Economics*

Teaching excellence

Dr Wai Sze (Grace) Leung

*Academy of Computer Science
and Software Engineering,
Faculty of Science*

Most promising researcher of the year

Prof Philiswa Nomngongo

*Department of Applied Chemistry,
Faculty of Science*

Special Vice-Chancellor's Award for highest-cited researcher

Prof Vinod Kumar Gupta

*Department of Applied Chemistry,
Faculty of Science*

Outstanding researcher of the year

Prof Ian Dubery

*Department of Biochemistry,
Faculty of Science*

Service beyond the normal call of duty

Ms Daphney Nemakhavhani,

Student Finance Division

FACULTY OF EDUCATION

Our blended learning initiative is part of a three-year plan involving all staff in seeding necessary skills for the delivery of online programmes. A blended learning task team consulted with each department to map their professional development needs and to plan the way forward. In addition, learning design workshops were conducted for lecturing staff.

Fourth-year ICT support role students were assigned to act as consultants to lecturing staff. The faculty also piloted its first fully online undergraduate Teaching Studies 3B module, and UJ's first fully online master's programme, the MEd in Information and Communication Technology (ICT), was launched.

Academic offerings are also increasingly incorporating technology, partly to prepare for new undergraduate online programmes and to service the Knowledge for Action website (<https://knowledgeforaction.co.za>) launched in November 2017, which also serves the wider educational community.

WWW.KNOWLEDGEFORACTION.CO.ZA





STUDENT EXPERIENCE

An optimal learning environment and student experience

Phase 2 of our Residence Upgrade Project was completed in 2017, and at the start of 2017, in accordance with our contract with Gift of the Givers, the Meal Assistance Programme aimed at providing two meals a day to 4 000 students, since increased to 9 000 students. Partnerships with various private and public organisations increased our meal assistance programme so that a total of 12 000 were assisted through the meal programme. The SRC Trust Fund assisted 4 437 students with registration fees.

Primary Healthcare clinics facilitated 25 000 consultations during 2017, particularly in reproductive health, sexually transmitted infections and HIV testing. In addition, various health promotions and campaigns were mounted during the year.

Crime was reduced by 49.42%, and the July 2017 implementation of the safe route project saw a substantial decrease in crime incidents reported during the second half of the year.

Students received regular and on-time communication through text messaging, house committees, and SRC leaders on matters affecting them. A Student Leadership Programme was developed and successfully launched in partnership with the College of Business and Economics.

The Vice-Chancellor's Student Volunteer Programme achieved a target of 16 000 student volunteers for 2017, with each contributing a minimum of 20 hours during the year.

STUDENT AFFAIRS

The Division of Student Affairs comprises two subdivisions:

- Student Accommodation and Residence Life (SARL), responsible primarily for accommodation
- Student Life and Governance (SLG), responsible for coordinating student development activities including the SRC and RAG, as well as for disciplinary enquiries

While the key strategic focus of Student Affairs in 2017 was on Strategic Objective Four: enriching student-friendly learning and living experience, Student Affairs also contributed towards the achievement of Strategic Objectives

One

- Excellence in research and innovation;

Two

- Excellence in teaching and learning;

Three

- An international profile for global excellence and stature; and

Four

- National and global reputation management.

LIVING AND LEARNING

The initiatives of our 5-Pillar Model (comprising Academic, Leadership, Community Engagement, Sport and Social pillars) continued, with academic excellence being one of the pillars adopted in the Residence Life Programme.

The Residence Academic Advising Programme saw 198 senior students serving as academic advisors (RAAs) to first-year and junior students. About 445 day students continued to participate in Residence Life activities, organised by our seven day houses.

The Student Affairs calendar and orientation pamphlet containing tips, rules and regulations, hitherto distributed in hard copy, was uploaded onto the uLink Student Portal. Student Affairs also made several presentations and conducted seminars for faculties, with over 4 000 students attending.

The number of recognised student societies, mainly academic, political, religious and social organisations, stood at 264 with about 21 000 active members.

During 2017, Student Affairs made training and development opportunities available to student leaders, including house committees, societies and SRC inductions, a Leadership Skills Development Programme for the SRC, and a Financial Literacy Programme. In addition, SRC members were provided with guidance and advice on challenges in their respective academic and leadership roles.

Academic Integrity Campaigns using banners and UJFM, were aimed at combating dishonesty during tests and the examination periods in May/June and October/November.

Safety and security was highlighted in the 30 000 pamphlets on safety and security distributed at the university entrances, while campaigns on substance and alcohol abuse and gender-based violence were run on UJFM. The chairpersonship of the Risky Student Behaviour Committee was transferred to Campus Health and IOHA.

During 2017, Student Affairs received and managed 289 student disciplinary cases (2016: 330).

Student Affairs also coordinated the University's response to psychosocial and personal issues affecting students, and provided support to the affected students and their friends on campus and to families of the students, where necessary.

CULTURAL ACTIVITIES

A number of student cultural activities took place in 2017, with UJ also hosting the National Debating Competition on the Soweto Campus. Our students also participated in the African Debating Competition in Cameroon.

STUDENT GOVERNANCE

The election of the 2017/2018 SRC took place in March 2017, with elections of leadership structures of other student organisations and structures conducted in September/October 2017 – all under the leadership and coordination of Student Affairs.

RECOGNITION OF ACADEMIC EXCELLENCE IN 2017



APB -
Ndlovukazi
Female
Residence

79% pass rate

APK - Lebone
Female Residence*

81% pass rate

DFC - Phumulani
Female Residence

80% pass rate

SWC - Ulwazi
Female
Residence

80% pass rate

* Top performing residence

STUDENT EXPERIENCE

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, neighbouring communities such as Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, SAPS and the various accredited privately-owned student accommodation buildings.

COMMUNITY ENGAGEMENT (CE)

The University of Johannesburg prides itself on the initiatives taken by its faculties throughout the year, which focused on three spheres of community engagement:

- Service learning
- Community-based research
- Organised outreach – volunteerism

TOTAL NUMBER OF REGISTERED COMMUNITY ENGAGEMENT PROJECTS AT UJ

	2016	2017
Service learning (SL)	74	70
Community-based research (CBR)	47	39
Organised outreach (OO)	126	271
	247	380*

**The total number of projects was calculated at the end of September 2017.*

Key CE activities for 2017

- Mandela Month
- UJ Women in CE Empowerment Project (UJ WiCEEP)
- VC Recognition – Imbizo Awards for Top 100 volunteer champion ambassadors
- September schools debate
- Men's conference on GBV
- Annual showcase 2017

ARTS & CULTURE

UJ Arts & Culture makes a substantial contribution to institutional Strategic Objective Four (see page 29), and we offer a range of arts platforms on all four campuses.

During 2017 we continued to produce and present world-class student and professional arts programmes aligned to the UJ vision, on all four campuses, and in which South African and international performances, concerts, exhibitions, conferences and other cultural activities are presented. One of our flagship projects was an interdisciplinary collaboration involving more than 300 second-year students from different FADA departments.

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.

Our annual 'UJ Can You?' talent competition culminated in a variety showcase performance in front of a live audience, and adjudicated by industry professionals. More than 100 students auditioned during the first round of the programme, and were whittled down to 18 finalists.

The Izimbongi Poetry Festival provided a platform for students to showcase material developed during weekly poetry sessions and to engage with students from other campuses and industry professionals. A group of 20 students was given a valuable opportunity to attend Poetry Africa in Durban.

The 2017 student theatre production 'James and the Giant Peach' by Roald Dahl performed to sold-out audiences at the National Arts Festival and returned to Johannesburg for a run at the Con Cowan Theatre as well as at the Market Theatre as part of the National Book Fair.

The 56-strong UniJoh Chorale presented eight concerts during 2017, which were attended by more than 14 000 students, university staff and the public, also scooping three awards at Choral Eisteddfod.

The UJ Choir presented 43 concerts during 2017, attended by 25 200 students, university staff and members of the public. Of these performances, 18 were at the University's graduation ceremonies. The choir also recorded works from both its African and Western repertoires.

The UJ Art Gallery is focused on building audiences by involving students and staff in activities on an organised basis, and FADA lecturers became increasingly involved with the UJ Art Gallery as curators, participants and opening speakers.





SPORT

Our vision: Shaping African university sport through excellence, honour and victory

Our mission: Educate, empower and encourage participation in sport

UJ Sport had another productive year in 2017 on local and global sports fields. Sport programmes range from competitive and high performance to social/recreational programmes that promote mass participation.

While sport for students with disabilities is also a focus, UJ Sport, in partnership with the Academic Development and Support Division, provides a programme of special academic support for students on sports scholarships.

Functions and events are hosted throughout the year, and for training, we make use of leading edge techniques, as technology regularly evolves. UJ Sport aims not to be trailing behind technology.

The UJ Rugby 7s successfully won the Kenya University Sport Kings for the second consecutive time.

ACHIEVEMENTS

Junior provincial colours
| **22 athletes**

Senior provincial colours
| **44 athletes**

Junior national team
| **5 athletes**

Student national team
| **10 athletes**

National team coaches
| **2 coaches** were selected for national coaching duties

Senior national team
| **7 athletes**





FACULTY HIGHLIGHTS



COLLEGE OF BUSINESS AND ECONOMICS

OUR MISSION

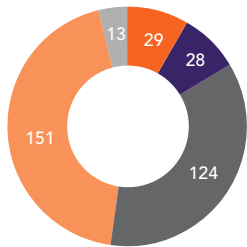
To combine the innovative strengths of its legacy faculties in pursuit of a globally competitive Pan-African agenda.



The College of Business and Economics (CBE) came into being on 1 July 2017, containing The Johannesburg Business School (JBS), The School of Accounting (SoA), The School of Consumer Intelligence and Information Systems (SCiIS), The School of Economics (SoE), The School of Public Management, Governance and Public Policy (SPMG), and The School of Tourism and Hospitality (STH).



KNOWLEDGE CREATION



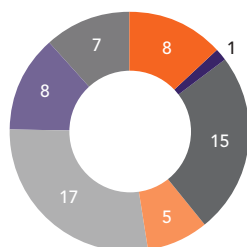
- Professors
- Associate professors
- Senior lecturers
- Lecturers
- NRF-rated researchers

Research output
(DHET credits)

389

Research output per
senior lecturer unit

0.93%



- Distinguished visiting professors
- Emeritus professor
- Visiting professors
- Senior research associates
- Senior research fellows
- Research associates
- Research fellows

GRADUATE OUTPUT

UG	3 910	74% of total
PG below M	1 212	26% of total
Master's	164	
Doctoral	11	

KEY NUMBERS

Investment in global and continental partnerships	R9.1m
% Research output listed in ISI, IBSS, Nordic List, SciELO and Scopus accredited journals	72%
Academics from designated groups	45%
International members of staff of African origin	19
% Academic staff holding doctorates	39%

Enrolment profile

Total enrolment	25 382
Undergraduate diploma headcount	6 433
Undergraduate degree headcount	10 363
Total Undergraduate headcount	16 796
Postgraduate diploma headcount	807
Honours headcount	1 276
Master's headcount	659
Doctoral headcount	180
Total Postgraduate headcount	2 922
Total continuous programme enrolment	5 664
International enrolment (UG)	907
International enrolment (PG)	242
International enrolment (% of UG)	5%
International enrolment (% of PG)	8%
International enrolment %	6%
Full-time equivalents	15 564

FACULTY OF ART, DESIGN AND ARCHITECTURE (FADA)

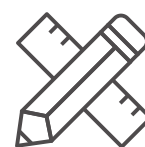
During 2017 FADA continued to meet most of its performance targets.



The introduction of a degree track – which sees all FADA departments offering degree programmes at either Undergraduate or Postgraduate level – was completed in 2017.

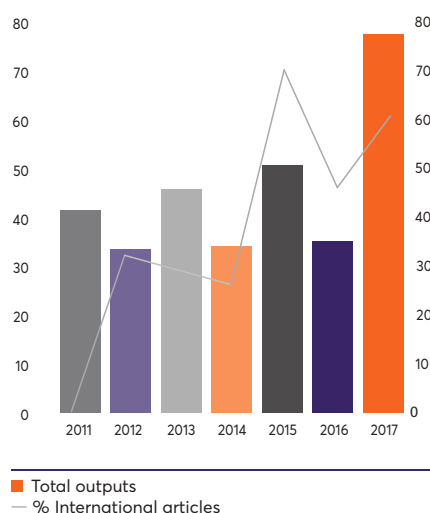
PERFORMANCE AND GRADUATION

Positive success rate	88.3%
Overall dropout rate	18.2%
Total graduation output	441
Total graduation rate	32.3%
PG graduation rate	39.8%
Overall success rate	82%
First-year black student success rate	78.5%
NRF-rated staff	8



RESEARCH

FADA research units submitted to DHET for accreditation 2011 - 2017, showing percentage of contributions to international journals



60.6%

International articles for 2017

During 2017 FADA staff continued to show their work, curate exhibitions, present papers and seminars, attain residencies and fellowships, participate in exchanges, initiatives and public programmes, and speak on various national and international venues and platforms.

Student mobility included the presentation of papers at institutions, fora and competitions abroad, as well as attendance at short-learning programmes, exchanges and events. In addition, there were a number of national collaborations with a variety of South African tertiary institutions and important community engagement initiatives embracing all our disciplines and addressing key South African social issues.



FACULTY PROFILE

Permanent and full-time contract staff	90
Total academic staff	57
Professors, including the Dean	3
Associate professors	7
Senior lecturers	17
Lecturers	28
Assistant lecturers	3
Honours enrolments	36
% Academic staff from designated groups	33%
% Foreign national academic staff	5.2%
Academic staff new appointments	9
Number of staff with doctorates (after one resignation in August)	13

HEADCOUNT AND ENROLMENT

Total full-time student headcount	1 362
UG degree enrolment	700
UG diploma enrolment	471
Total UG enrolment	1 171
Master's enrolment	125
PG students from other institutions	46
International students	73
Honours enrolments	36
Doctoral enrolments	9
UG Exchange students from Germany	3
Black students (% of total)	58%
First-time entering black students	205
First-time entering white students	101

FACULTY OF EDUCATION

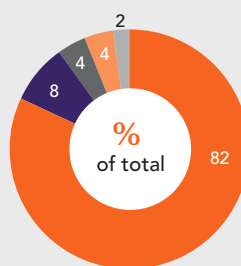
The faculty offers academic programmes on the Soweto Campus (SWC), with three departments, and at APK, with two. The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road Campus (APB).



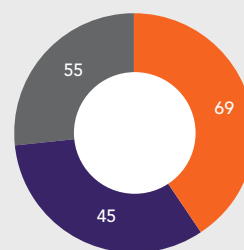
HEADCOUNT AND ENROLMENT

Total full-time student headcount	3 901
UG degree enrolment	3 211
Total PG enrolment	691
Master's enrolment	218
Doctoral enrolments	116
First-time entering UG degree students	622

FACULTY PROFILE



■ Black students
■ White students
■ Indian students
■ Coloured students
■ International students



■ Percentage of staff with doctorates
■ Percentage of female staff
■ Percentage of male staff

Full-time staff

76



With 15 NRF-rated researchers, including two DVPs, the Faculty's research, conducted by academic departments, the Centre for Education Practice Research (CEPR), the Centre for Education Rights and Transformation (CERT) and NRF SARCHI Chairs, is aimed ultimately at enriching and transforming the practice of education.

Our research output units increased to 119.73 units, with 14 of our 16 professors contributing significantly to an output of 45.75 units. Publications of books and chapters in books also increased considerably.

COMMUNITY ENGAGEMENT

The faculty continued with its extensive, productive and successful work with various schools to improve both learning and teaching.

Numerous public lectures, seminars and workshops were hosted by the faculty, departments, centres and Chairs, and our DVPs were all involved in public engagements. In addition, the faculty hosted a series of public engagements, in collaboration with Kagiso Trust (Education Conversations) and Bridge (Teachers Upfront) to stimulate public dialogue and high-level debate around various issues in the education system.

Driven by its ambition to make a distinct impact in the field of education for the greater good, the year was largely a successful one for the faculty, with many successes and no major problems encountered. The faculty is committed to maintaining an upward trajectory in line with UJ's global excellence and Pan-African drive, in all areas of functioning, but in particular in teaching, research and internationalisation.

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)

Comprising 12 individual academic departments, one postgraduate school, six research centres, two technology stations and one institute, FEBE is housed on the APK, APB and Doornfontein (DFC) campuses. Academic programmes are grouped into engineering science programmes, engineering technology programmes, and built environment and management programmes.

FEBE strives to be a Pan-African centre of critical intellectual inquiry through extensive scholarship and balanced participation in the knowledge networks both within and external to the continent. FEBE has initiated a number of international collaborations to further cement its international profile.

Two new Vice-Deans were appointed in 2017, and the smooth transition has helped the faculty maintain stability and momentum. Diploma students were phased out in 2017, with new Bachelor of Technology and Bachelor degrees phased in on the Doornfontein Campus.





RESEARCH FOOTPRINT AND IMPACT

24

Authored books

432

Journal articles

65

Book chapters

460

Research units

R10.2m

Income from research
productivity

1 234

Conference contributions

STAFF PROFILE

Permanent and full-time contract staff	275
Total academic staff	178
Research staff	2
New staff appointments	29
Terminations	27
Promotions	14
Long-term service awards	17
Salary expenses	R220m
Operating expenses	R15.6m

STUDENT PROFILE

Total full-time student headcount	9 383
Female students (% of total)	30%
Male students (% of total)	70%
Graduation count	1 759
International students	919
International students graduating	135
Post-doctoral research fellows	62
Graduating PG students	103
Tutors appointed to assist in teaching & learning	250

COMMUNITY ENGAGEMENT

In addition to enthusiastically embracing social media platforms, FEBE has also undertaken partnerships in mounting presentations, workshops, events, competitions and encouraging entrepreneurship in the pursuit of poverty alleviation.



FACULTY OF HEALTH SCIENCES

During 2017, the faculty continued to participate with national and international collaborative research projects as a drive to generate multi-disciplinary research with other universities, and 16 visiting professors and four research fellows contributed to our research output.

To enhance our international global excellence and stature we embarked on conference hosting, staff visits to universities abroad, appointing visiting professors and post-doctoral fellows, inbound study programmes, collaborating with international institutions, and increasing the number and stature of university partnerships, with seven MOUs and MOAs in place with various private and educational bodies.





SUCCESS IN LEARNING AND TEACHING

Success rate	89.2%
UG success rate	90.8%
PG success rate	85.9%
Patients seen in HTC clinics and satellites	31 814
Patients screened in various locations	3 000
Funding for Riverlea Project	R260 000
Funding provisionally granted for three years (p.a)	R350 000

ACADEMIC PROFILE

Permanent and fixed-term contract appointments	104
Post-doctoral fellows	8
Staff with at least master's qualifications (% of total)	96%
Academic staff from designated groups (% of total)	46.15%
Designated appointments for clinical training grant, non-academic and asst. lecturer appointments (% of total)	66.66%
Academic support component designated staff (% of total)	80.85%
Number of staff with doctorates (% of total)	33%
Staff registered for doctorates	25
Staff registered for, and nearing completion of, master's	5

STUDENT ENROLMENT

Total full-time student enrolment (including international)	3 971
UG enrolment	2 811
Master's registrations	284
Doctorate registrations	73
Short-learning programme (SLP) registrations	967
Students funded through NSFAS	863
Black enrolment	2 644
Coloured students	158
Indian students	284
International students	208
Non-designated enrolment	677
Female UG enrolment	1 763
Female PG enrolment	942

RESEARCH TARGETS, SUBMISSIONS AND FUNDING

75

Research target
(accredited units)

71.34

Research submitted
(accredited units)

6.5

Book chapters
(accredited units)

64.84

Journal articles
(accredited units)

R3.5m

Total funds generated

R19.2m

Total external funding
received

In line with the re-circulation of programmes by the Professional Boards and relevant Councils, several new programmes were submitted in 2016/2017 to DHET and/or Council for Higher Education (CHE) for consideration and/or approval.

FACULTY OF HUMANITIES

An Institute for Paleo-Science, with 15 staff, and two researcher posts was created during the year. Overall, UG enrollment was over target, with strong demand at PG level. Our Research Support Package continued to grow, while staff were involved in over 100 community engagement projects.





ACADEMIC STAFF HIRES

5

International staff hires (2% of all hires)

25

International staff (14% of total)

GRADUATIONS (UNAUDITED FIGURES)

	2016	2017	Difference	%
Total	1 556	1 197	-359	-23%
UG (Deg+Dip)	1 148	876	-272	-24%
PG (H+M+D)	408	321	-87	-21%
H	320	254	-66	-20%
M	62	56	-6	-9%
D	26	11	-15	-57%

PERFORMANCE – PERCENTAGE, RATIO, NUMBERS INCREASE 2017

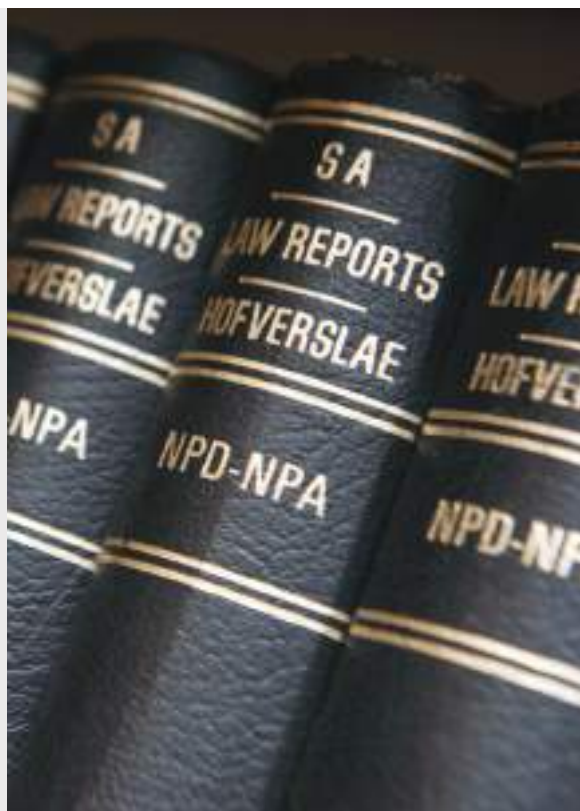
Research (%)	1.4%
Research income	R21m
NRF research income up ^10%	R12 700
NRF income	10%
NRF-rated researchers	9
Total NRF-rated researchers	348
Promotions	10
Black-white-international promotions ratio	2:2:1
Transformation: Black-white-international	5:2:3
% Permanent academic staff submitting 0 research units	41%

FACULTY FIGURES

New rated researchers	9
A-rated scholars	1
P-rated scholars	1
A:B:C ratio	1:10:19
P:Y ratio	1:7
Pass rate	85%
Dropout rate	15%
Number of designated group appointments (% of total)	10
Number of white South African appointments	3
Number of international appointments	5
Designated group appointment ratio – B:W:I	10:3:5
Academic staff composition ratio – B:W:I	77:75:25
Disabled staff	2

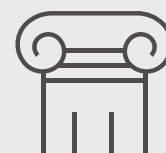
FACULTY OF LAW

The faculty has active exchange agreements with 24 foreign universities, and hosts a number of foreign visitors annually. We organise research workshops, seminars and other initiatives, and present papers at national and international law conferences.



ACADEMIC COMPLEMENT 2017

Full-time academic members of staff (excluding the Dean)	53
Professors	17
Associate professors	1
Senior lecturers	11
Lecturers	19
Academic staff with doctorates	26
Female academic staff members (57% of total)	30
Black academic staff members (47% of total)	25
NRF-rated academic staff	13
Fixed-term contracts terminated 31 Dec 2017	2
Retired/resigned 2017 (one professor – ret; two lecturers – res)	3
Budgeted posts for appointment	26



LAW LIBRARY 2017

Legal skills	267 students
English law	107 students
Introduction to legal training	218 students
Events	8
Titles added	1 465
Peer-vetted articles published	52

LAW CLINIC

3

Offices (SWC, DFC, APK)

267

Students performing clinical work

277

Students registered for Applied Legal Studies module

1 103

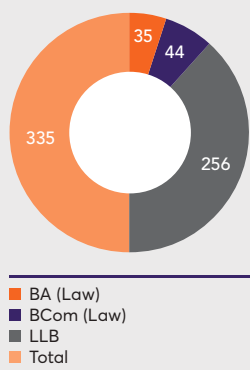
Consultations with community members

R20.7m

Total value of consults at ave. R1 000p/h bill-out rate



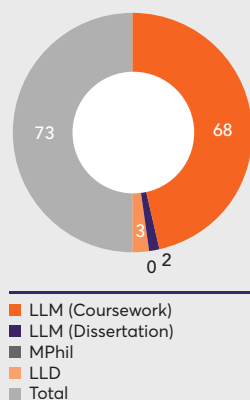
UG DEGREES 2017



STUDENTS REGISTERED 2017

Total UG and PG	1 640
Female students (57.6% of total)	945
% First-time entering students from Quintile 5 schools	32.9%
% First-time entering students from Quintiles 1 & 2 schools	20.8%
Numbers in traditional UG registration modules	7 597
Master's coursework registration (excluding minor dissertation)	278
UG success rate	85.3%

PG DEGREES 2017



FUNDING, BURSARIES GRANTED 2017

Total value of bursaries from faculty funds	R221 427
Allocated by Cliffe Dekker Hofmeyr (CDH) to CDH Advancement Fund	R1m
Total value of CDH bursaries	R644 000
Faculty meal bursaries	68 – 130

RESEARCH

The Faculty has four active research centres. Approximately 100 research papers at conferences, symposia and workshops were presented, with 126.50 subsidy-generating publication units published in articles, books, chapters and conference proceedings.

FACULTY OF SCIENCE

At UJ, the Faculty of Science has the highest percentage of internationally peer-reviewed journal publications as well as citations generated by those publications. The improved rankings of six of the Faculty's subjects by THE, as well as the performance of the Faculty in the QS and Shanghai Rankings, has further reinforced our global reputation.



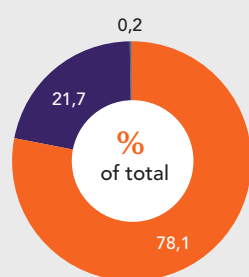
RESEARCH FUNDING

Source	2017	
NRF	R64 996 909	55%
URC	R13 646 387	16%
Other external	R24 761 834	29%
Total	R85 405 130	100%



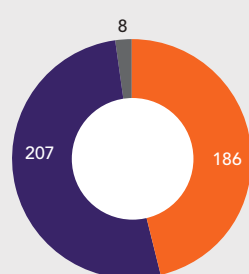


HEADCOUNT PROPORTIONS 2017



■ Undergraduate total
■ Postgraduate total
■ Occasional total

ENROLMENT 2017 – NON-RSA



■ Undergraduate total
■ Postgraduate total
■ Occasional total

Total

401

Our academics participated in 139 research-funded projects in 2017. Of those, 123 reported access to external funding, and of those, 20 received funding from international sources.

ACCREDITED PUBLICATION UNITS 2013 – 2017

Year	Journals	Total	% change YOY	Units per permanent academic staff member	3-year ave (total units)
2013	199.70	236.83	0.75%	1.5	222.69
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	327.74	394.31	7%	2.3	344.28

NRF RATINGS 2014 – 2017

Rating	2014	2015	2016 ^{1,2}	2017 ³
A	3	3	3	4
B	13	14	17	15
C	26	27	31	30
Y	8	10	10	10
Total	50	54	61	59

¹ Includes VPs

² Includes Prof Connell who moved to FEBE at the end of 2016

³ Includes DVPs and VPs

SELECTED RESEARCH FACTS

% of permanent academic staff members with PhDs	72.51%
Permanent academic staff	172
Permanent academic staff contributing to research publication units	105
Permanent fixed-term contract staff members contributing to research units	16
PDSFs contributing to publication units	37
Visiting staff contributing to research	51
DHET-submitted publication units	394.31
Publication units generated by PDRF	30.73
Publication units generated by visiting staff	67.84
Number of research centres	10
Chapters in multi-university centres of excellence	2
SARChI Chairs	3

FINANCIAL OVERVIEW

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, pressures of the #FeesMustFall Campaign, rising utility bills, uncertainty around the funding of and increased cost of higher education, insourcing of staff, and the shift in the socio-economic circumstances of the University's students were some of the factors impacting on the financial results for the year.

UJ received R96 million more government subsidy than budgeted for, which could mainly be attributed to Foundation Provisioning and better than expected research output. As a result of the decision of 0% fee increases for 2016, and the State contributing to the shortfall created, through a three-year, phased-out approach, UJ was allocated R32 million in 2017. Externally generated income was also R15 million more than budget.

Our financial principles clearly state that the University will endeavour at all times to ensure a match between recurring expenses and recurring income, and this assisted in managing the finances during the tough times. Non-recurring income is used to finance once-off capital expenditure, to further enhance the overall sustainability of the University and for strategic interventions of a non-recurring nature.

The budget process is strategy-led, whereby all faculties and departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide strategic goals, and what resources are required to achieve them. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detailed issues. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the Management Executive Committee (MEC) for consideration. On recommendation by the MEC, the Financial Sustainability Committee of Council (FSCC) considers the suggested budget and recommend the final approval of the budget to Council.



FINANCIAL PERFORMANCE

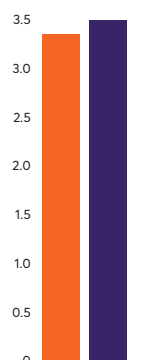


Operating surplus of
R206m



Consolidated net assets of
R5.6bn
(2016: R5.2bn)

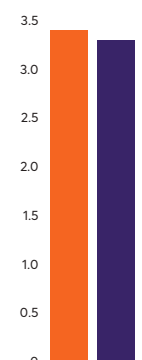
INCOME GENERATED DURING THE YEAR



■ Budget (R'bn)
■ Actual (R'bn)

Exceeded our budget by
3%

EXPENSES FOR THE YEAR



■ Budget (R'bn)
■ Actual (R'bn)

97%
of budget



As we move forward on the implementation of our 2025 Strategic Plan, 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.

As with other universities, we were able to increase our tuition and residence fees by 8% in 2017 as directed by the Minister. The grant provided by the State to fund the fee increase for students from households with an annual income below R600 000 assisted in containing 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 the low collection on student debt.

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 and failures in our internal control and governance processes.

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 and create opportunities for wider participation by our academics in our commercial activities. We are geared to reclaim our lead role in this area in order to continue to excel in innovation.

The 2017 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. UJ achieved an operating surplus on budgeted activities of R206 million (2016: R137 million). A consolidated total surplus of R257 million (2016: R329 million) was achieved, before post-retirement obligation adjustments and fair value adjustments, and after taking investment income into account.





The main drivers for this outperformance were the better-than-expected state subsidy income, increased external funding, reduction in doubtful debt provisions and savings on operating expenses.

UJ closely monitors the ratio of remuneration and related expenses (including leave payments, post-retirement medical aid (PRMA) and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of the institution, with a 2017 actual ratio of 62% (2016: 59%), and management is satisfied this ratio is not too high. However, continuous efforts are made to manage it, specifically in light of the approximately 1 000 insourced staff who performed previously outsourced services. The last group of these staff was insourced during the year under review.

With an upward turn in performance of equity markets positively impacting our return on long-term investments, our reserves remained on an upward trend during the year, aided by the operating surplus achieved. Reserves consist of individual research reserves, departmental and faculty reserves,

general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).

UJ's financial position, as stated in the Statement of Financial Position, remains strong with consolidated net assets of R5.6 billion (2016: R5.2 billion) and reflects the financial control measures implemented and executed in 2017. The MEC is convinced that, based on its financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2018 and beyond.

In 2017, we continued to focus on cost consciousness, effectiveness, and sustainable resource generation, as well as on raising bursary funding from external sponsors, and refining strategies for generating other third-stream income.

To ensure future sustainability, it is important that the University place additional effort on increasing unencumbered commercial and donor income, and on decreasing student dependency on NSFAS.

FINANCIAL PERFORMANCE

The University has achieved an operating surplus of R206 million against a projected operating deficit of R19 million. The income generated during the year, including investment income, exceeded our budget by 3% (budget: R3.366 billion vs actual R3.480 billion). Our actual expenses for the year were at 97% of budget (budget: R3.385 billion vs actual R3.274 billion).

In respect of the comprehensive and consolidated operating results – of both the budgeted and the non-budgeted cost centres – and including research income and donations, interest income, income from investments, finance income and costs, share of profit/loss, other gains/losses, other comprehensive income, fair value adjustments on available-for-sale financial assets, and actuarial gains and losses on defined benefit plans, the actual outcome is a surplus of R257 million. Our financial position remains strong with consolidated net assets of R5.6 billion (2016: R5.2 billion).

