

# 2015 Annual Report



RETHINK. REINVENT.



# 2015 Annual Report



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# REPORT PROFILE: SCOPE AND BOUNDARY OF THE REPORT AND REPORT CONTENT

## **OVERVIEW: SCOPE AND BOUNDARY OF THE REPORT**

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

The annual report covers the period of 1 January 2015 to 31 December 2015 and highlights development and performance for the calendar year. The report is available at [www.uj.ac.za](http://www.uj.ac.za). Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

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

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

- the Regulations for Reporting by Public Higher Education Institutions;
- the principles reflected in King III on Corporate Governance, as applied to higher education institutions;
- the institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the UJ Annual Performance Plan;
- the Institutional Risk Register approved by Council.

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

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A handwritten signature in black ink, appearing to read 'Kinta Burger', is centered on the page. The signature is fluid and cursive.

**Kinta Burger (Prof)**

Registrar



## LIST OF ACRONYMS AND INITIALISMS

AAMP	Accelerated Academic Mentorship Programme
AAT	Association of Accounting Technicians
ABASA	Association for the Advancement of Black Accountants of Southern Africa
ACCA	Association of Chartered Certified Accountants
ACT	Arts and Culture Trust
ACT	Against Crime Together
ACTSA	Association of Corporate Treasurers of Southern Africa
ACU	Association of Commonwealth Universities
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADS	Academic Development and Support
AED	automated external defibrillator
AIDS	Acquired Immune Deficiency Syndrome
AL	assistant lecturer
AoA	Art of Accomplishment
AP	Academic Partnerships
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APP	Annual Performance Plan
APQC	Academic Planning and Quality Committee
APRM	African Peer Review Mechanism
APS	Admission Point Score
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARS	Application Rating System
ARWU	Academic Ranking of World Universities
ASSAf	Academy of Science of South Africa
AU	African Union
AULAI	Association of University Legal Aid Institutions
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
BASA	Biokinetics Association of South Africa
B-BBEE	broad-based black economic empowerment
BCEA	Basic Conditions of Employment Amendment Act
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BET	Bachelor of Engineering Technology
BHF	Board of Healthcare Funders
BI	business intelligence
BMS	Building Management System

BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
BYOD	Bring Your Own Device
CA	chartered accountant
CAA	Central Academic Administration
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPP	Council Committee Annual Performance Plan
CAPS	Curriculum and Assessment Policy Statement
CASE	Council for the Advancement and Support of Education
CAT	Centre for Academic Technologies
CATHSSETA	The Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CE	Community Engagement
CEB	Central Executive Board
CEE	Council for Economic Education
CENLED	Centre for Local Economic Development
CEP	Continuing Education Programme
CEPR	Centre for Education Practice Research
CERT	Centre for Education Rights and Transformation
CESM	Classification of Educational Subject Matter
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFMS	Computerised Facilities Management System
CHE	Council for Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CIC	Commercial Investment Committee
CICLASS	Centre of International Comparative Labour and Social Security Law
CIMERA	Centre of Excellence of Integrated Mineral and Energy Resource Analysis
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLASA	Corporate Lawyers Association of South Africa
CMC	Council Membership Committee
CO2	carbon dioxide
CORE	Centre for Operations Research and Econometrics
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities



CSDA	Centre for Social Development in Africa
CR	Community Research
CSBD	Centre for Small Business Development
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online
CSR	Centre for Sociological Research
CTS	Central Technical Services
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DELM	Department of Education Leadership and Management
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
ED	executive director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EDRMS	Electronic Document and Records Management System
EE	employment equity
EEA	Employment Equity Amendment Act
EI	Education International
ELG	Executive Leadership Group
ELI	Education Leadership Institute
EME	exempted micro enterprises
EMS	emergency medical services
ER	Employment Relations
ERC	East Rand Campus
EPR	Enterprise Resource Planning
EU	European Union
EUNIC	European National Institute for Culture
ExCo	Executive Committee
FADA	Faculty of Art, Design and Architecture
FATC	Forgotten Angle Theatre Collaborative
FCC	Finance Committee of Council
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
FELMC	Faculty of Education Leadership and Management Committee
FES	First Year Seminar
FET	Further Education and Training
FHDC	Faculty Higher Degrees Committee

FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FSCC	Financial Sustainability Committee of Council
FTE	full-time equivalent
FYE	First Year Experience
FwCI	field-weighted citation impact
GAJ	Global Academy Jobs
GCRO	Gauteng City Regional Observatory
GDoH	Gauteng Department of Health
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing
HEAIDS	Higher Education HIV and AIDS Programme
HEDA	Higher Education Data Analyser
HEDSA	Higher Education Disability Services Association
HEFMA	Higher Education Facilities Management Association
HEI	higher education institution
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Quality Standards Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education
HICC	Higher Institutional Central Council
HIV	Human Immunodeficiency Virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HR	human resources
HRBP	Human Resources Business Partner
HRIS	Human Resources Information System
HRSEC	Human Resources and Social Ethics Committee of Council
HTC	Health Training Clinic
IABC	International Association of Business Communicators
IACLEA	International Association of Campus Law Enforcement Administrators
IAEA	International Atomic Energy Agency
IAESB	International Accounting Education Standards Board
ICS	Information and Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	International Criminal Court
ICT	Information and Communications Technology
ICTR	International Criminal Tribunal for Rwanda

IDEP	Institute for Economic Development and Planning
IEDC	International Economic Development Council
IAS	Institute for Advanced Study
IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
IGD	Institute for Global Dialogue
ILMS	Integrated Library Management System
IMSSA	Institute of Mine Surveyors of South Africa
IoDSA	Institute of Directors in Southern Africa
IOHA	Institutional Office for HIV and AIDS
IP	intellectual property
IPDE	Initial Professional Development of Educators
IPET	Institute of Professional Engineering Technologists
IPM	Institute of People Management
ISA	International Standards on Auditing
IT	Information Technology
ITC	Initial Test of Competence
ITE	Initial Teacher Education
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JBS	Johannesburg Business School
JCPMT	Journal of Construction Project Management and Innovation
JDA	Johannesburg Development Agency
JIAS	Johannesburg Institute for Advanced Study
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KIC	Knowledge Interchange
KNUST	Kwame Nkrumah University of Science and Technology
KPA	key performance area
KPI	key performance indicator
LEAD	Legal Education and Development
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LRAA	Labour Relations Amendment Act
LSA	Long Service Award
MACE	Council for Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MAPS	Mastering Academic and Professional Skills
MCTS	Metal Casting Technology Station

MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MEC RMC	Management Executive Committee: Risk Management Committee
MECTC	Management Executive Committee: Transformation Committee
MOOC	massive online open courses
MOU	memorandum of understanding
MQC	Mining Qualifications Authority
MRC	Medical Research Council
NAFSA	National Association of Foreign Student Advisors
NASDEV	National Association of Student Development
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
NFVF	National Film and Video Foundation
nGAP	New Generation of Academics Programme
NGO	non-governmental organisation
NIPMO	National Intellectual Property Management Office
NMMU	Nelson Mandela Metropolitan University
NMOP	New Manager Orientation Programme
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NTU	Nanyang Technological University
NWU	North-West University
OAU	Organisation of African Unity
OHS	Occupational Health and Safety
OMIGSA	Old Mutual Investment Group of South Africa
OO	organised outreach
O:Pwd	Office: People with Disabilities
OROSS	Online Research Output Submission System
PanSALB	Pan South African Language Board
PAR-Q	Physical Activity Readiness Questionnaire
PASD	Professional Academic Staff Development
PCE	Portfolio Committee on Energy
PCT	Patent Cooperation Treaty
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PET	positron emission tomography



PFS	Postgraduate Funding Section
PG	postgraduate
PGC	Postgraduate Centre
PGCE	Postgraduate Certificate in Education
PHC	Primary Healthcare
PISA	Plastics Institute of South Africa
PLHIV	People Living with HIV
PMS	Performance Management System
POPI	Protection of Personal Information Act
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Projects and Resourcing Committee of Council
PRP	Peer Review Panel
PRR	Peer Review Report
PsyCaD	Centre for Psychological Services and Career Development
PTC	Professional Test of Competency
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PVMAC	Property Valuation and Management Advisory Committee
PWD	People with Disabilities
PWG	Programme Working Group
QE	Qualifying Examination
QEPTT	Quality Enhancement Programme Task Team
QSE	Qualifying Small Enterprises
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
QWG	Quality Working Group
RAA	residence academic advisors
RAU	Rand Afrikaans University
RC	Resolution Circle
RCD	Research Capacity Development
RDG	Research Development Grant
REC	regional economic communities
RFP	request for proposal
RICS	Royal Institute of Chartered Surveyors
RIMS	Research Information Management System
RLS-F	Rule of Law Stabilisation – Formal
RMC	Risk Management Committee
ROSC A&A	Report on the Observance of Standards and Codes, Accounting and Auditing
SA	South Africa
SAAHC	South African Accounting History Centre
SAAIR	Southern African Association for Institutional Research
SABS	South African Bureau of Standards

SAC	Student Advisory Council
SACAP	South African Council for the Architectural Profession
SACPCMP	South African Council for Project and Construction Management Professions
SACVP	South African Council for the Property Valuers Profession
SADC	Southern African Development Communities
SAFEFE	South African Foundation for Economics and Finance Education
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institute of Civil Engineers
SAIDS	South African Institute for Drug-free Sport
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANRC	South African National Resource Centre
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SARL	Student Accommodation and Residence Life
SAQA	South African Qualifications Authority
SARCHI	South African Research Chairs Initiative
SARS	South African Revenue Services
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASPEN	Southern African Social Protection Experts Network
SAULCA	South African Universities Law Clinic Association
SAVUSA	South African Vrije University Strategic Alliance
SCEBE	School of Civil Engineering and the Built Environment
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SHDC	Senate Higher Degrees Committee
SHECASA	Safety, Health and Environmental Association of South Africa
SHRM	Society for Human Resources Management
SL	service learning
SLA	service level agreement
SLG	Student Life and Governance
SLP	short learning programme
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	small, medium and micro enterprises
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure

SoTL	Scholarship of Teaching and Learning
SQP	Staff Qualifications Programme
SRC	Student Representative Council
SRSA	Sports and Recreation South Africa
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSD	Sport for Students with Disabilities
SSE	Senior Student Experience
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SVCP	Student Volunteer Champion Programme
SWC	Soweto Campus
SWD	Students with Disabilities
SWUFE	South-Western University of Finance and Economics
SYE	Senior Year Experience
TCTI	total cost to institution
TFST	thin-film solar technology
THE	Times Higher Education
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TM	talent management
TMF	Transformation Managers' Forum
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWR	Technikon Witwatersrand
UCCF	University Chairs of Council Forum
UCT	University of Cape Town
UFS	University of the Free State
UG	undergraduate
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJELP	University of Johannesburg English Learning Programme
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJPS	University of Johannesburg Postgraduate School
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UKZN	University of KwaZulu-Natal
UL	University of Limpopo

UMP	University of Mpumalanga
UNAM	Autonomous National University of Mexico
UNECA	United Nations Economic Commission for Africa
Unisa	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
URC	University Research Committee
US	University of Stellenbosch
USSA	University Sport South Africa
UVP	Ulster Volunteer Force
VANSA	Visual Arts Network of South Africa
VUT	Vaal University of Technology
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WID	writing in the discipline
WIL	work-integrated learning
Wits	University of the Witwatersrand
WRC	Water Research Commission





# PERFORMANCE REPORT EXECUTIVE SUMMARY

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## CHAIRPERSON OF COUNCIL REPORT

### MACRO OVERVIEW

2015 will, without doubt, go down in the annals of South Africa as one of the most profound from the perspective of higher education. There is no doubt that the system as we have known it for the past 20 years will never be the same again. While the jury is out as to what the shape of the system will turn out to be, the most profound observation from the viewpoint of the Council of the University of Johannesburg is that in all the turmoil, the academic agenda was never compromised. Throughout the crisis, Council was kept fully informed of the situation, and it has expressed its full support for the untiring efforts of the Vice-Chancellor and his senior executives in attempting to minimise the fallout. This team worked relentlessly for long hours and, in many situations, placed themselves in precarious predicaments where their own safety was at stake in order to ensure that at all times the safety of students, staff and the public was not compromised.

While it is not the intention of this report to focus on the events of the latter part of 2015, it is important to emphasise the critical strategic role that the Vice-Chancellor played in bringing about national consensus among university Vice-Chancellors and Chairs of Council in an attempt to ensure some uniformity in approach. At one stage, the varying approaches adopted by senior management of universities were creating a complex national situation where attempts by one institution to find suitable settlements were being thwarted by other institutions taking a fundamentally different approach. There is no doubt that a semblance of normality from a university management point of view has evolved as a result of these efforts.

While it may seem that there is some degree of normality within the system, the various campaigns have undoubtedly presented enormous challenges for universities. In particular, universities are facing serious financial implications and, in some cases, universities will find themselves in the precarious position of having to lay off staff in order to avoid financial ruin.

While the University of Johannesburg has been able to navigate its way through a significant reduction in revenue for the year 2016, the prognosis for the future poses serious challenges that will require a significant review as to how the institution will manage its way into the future. To this extent, it is pleasing to note that the executive has taken the decision to revisit the 2025 Strategy with a view to identifying in what ways this Strategy needs to be adapted to take into consideration the dramatic events of the past six months. The University is anxiously awaiting the outcome from the Presidential Commission and is engaged with talks with the Department of Higher Education and Training.

In spite of these significant events, the 2015 academic year was a resounding success for the University. In virtually every element, the University exceeded in delivering against the agreed performance criteria for 2015.

In particular, it is pleasing to note the high graduation throughput, the increasing research output and, above all, the significant advances that have been put in place in terms of ensuring more effective student support, particularly at the lower levels in the institution.

The University has maintained its commitment to providing a home for students who are in financial need, and in particular, assisting first-time students who have no real fall-back when it comes to support within their family framework. In its drive to better serve its student community, the University continued with innovations, especially in the area of providing educational offerings through the use of tablets.

The University continued to gain greater local and global recognition for both its academic and research prowess. Once again, the year saw increased local and international partnerships with prestigious institutions, which reinforced the reality that the University is now a front-ranking organisation. Council took particular note of the active role the Vice-Chancellor played in global university programmes, where he led key discussions in several prestigious forums where global issues facing higher education were discussed.

One of the most alarming elements of the crisis facing universities was a number of instances where there were openly differing views between Vice-Chancellors and Chairs of Council, and in some cases, between Council and executive management. This is a serious concern and it is evident that those universities where such situations arose are poorer from the experience. In spite of the enormous tensions, the relationship between Council and executive management and, in particular, between the Vice-Chancellor and the Chair of Council was at all times professional and highly consultative, with each party clearly understanding the roles that they need to play in terms of the sound management of the University.

Council wishes to place on record its sincere appreciation to the Vice-Chancellor, members of the Executive Committee, and senior academic and administrative leaders for their leadership, tenacity and ongoing drive to ensure that 2015 was once again an outstanding year for a University that is only a decade old.

In noting the significant developments that took place during the year under review, Council also wishes to place on record a special word of gratitude to the Vice-Chancellor for the outstanding role he played in steering the University. The role of a Vice-Chancellor in a South African university is one that requires high-level personal commitment, dedication and, in this case, unbelievable sacrifice to meet the demands of a disenchanted student and worker body, who in many respects have legitimate demands.

## **OVERSIGHT**

At the November Council meeting of each year, Council takes time out to review the proposed strategy developed by management for the coming year. This is a critical review in which Council sanctions the strategy, which management must then drive along a particular path. It is also a time when a contract between Council and management is entered into and where the key deliverables are identified. These deliverables form a critical part of the performance management system in which progress is monitored against a set of agreed performance indicators.

It is also important to note that the University is now required to develop and deliver an Annual Performance Plan (APP) to the Department of Higher Education and Training. In an attempt to balance the requirements as set out by the Department with those expected from Council, a dual reporting system with minimal overlap has been developed. During the year under review, this reporting system has been significantly enhanced, providing Council with a dashboard indicating those areas where performance is meeting expectations and those areas that require attention.

The 2015 APP dashboard report for the overall performance of the institution paints an impressive picture where in almost every critical key performance indicator the University exceeded expectations.

A sample of outputs emanating from the oversight role that Council is expected to play is highlighted in this Annual Report with the reporting being based on the new reporting format as required by the Department of Higher Education and Training.

## **REALIGNMENT OF COUNCIL**

During the year, further progress has been made towards the realignment of the Council and Council sub-committee agendas to ensure that the goals identified in the 2025 Strategy are being met. The process of realigning agendas as well as requiring the executive management to provide ongoing updates on progress has required of both Council members and executive management to change the ways in which they operate. There is no doubt that the new system is starting to have an important impact on the way in which Council can play an increasing oversight role. As with any new system, getting used to the changes has been challenging and has also placed additional burdens on executive management. Council wishes to express its satisfaction as to how this new way of governance is working.

Unfortunately, due to the challenges facing the national university system, it was not possible for Council to interact with the Department of Higher Education and Training in terms of looking at a new model to reduce the size of Council. However, every effort will be made during 2016 to engage with the Department with a view to changing the University statute to allow for a reduced size Council.

## **FINANCIAL INTEGRITY**

One of the key concerns of the Council in any university is the financial integrity of the institution. From a financial point of view, management once again ensured that the financial well-being of the institution was uppermost in their minds. Through judicious financial management, the institution was able to maintain its high academic standards, while ensuring that critical infrastructure and academic projects and maintenance of existing assets were not compromised. Once again, the University was able to meet the exacting auditing standards required of a publicly funded institution and, to this extent, Council wishes to place on record its appreciation of the sound guidance, advice and overview played by the Finance and Audit Council Committees.

Through the realignment of portfolios, management has responded to Council's concern that more attention needs to be focused on the generation of third-stream income. This source of income is becoming more critical in ensuring the longer-term sustainability of the University. Through a more critical and focused approach, projects that have potential are being earmarked for accelerated support. There are a number of University-based technologies that are in varying stages of market readiness.

## **RACIAL AND GENDER TRANSFORMATION**

In spite of the ongoing challenges facing all universities in terms of attraction and retention of black and female academic staff, the University has done well in terms of meeting the 2015 targets. These challenges must be seen in the light of not only the scarcity of candidates coming into the system, but also the increased competition between universities to attract people with suitable credentials. This has led to an unhealthy competitive environment where 'poaching' of key academics has become the order of the day.

Council is satisfied that management is doing all it can to retain key staff and is encouraged by the number of initiatives that are in play to support staff to attain higher qualifications, as well as the efforts to 'grow our own timber'. Council has also noted the efforts by DoHET to provide support for the development of a new cadre of academics.

## **UNIVERSITY CHAIRS OF COUNCIL FORUM (UCCF)**

The Chair of Council continued to play a leading role in the deliberations of the University Chairs of Council Forum (UCCF). The establishment of Universities South Africa (USA) to replace Higher Education South Africa (HESA) has led to a significant meeting of the minds between UCCF and USA. It is pleasing to note that the two bodies have worked in unison in attempts to find some common approaches to meeting the new challenges brought on by the various campaigns starting with the #FeesMustFall campaign.



## **APPRECIATION**

The growth of the University of Johannesburg as a ground-breaking 21st century academic institution is in no small way a tribute to the teams that lead the organisation. Council wishes to place on record its sincere appreciation to the Vice-Chancellor and his executive and senior management team for a year in which great strides have been made. This year has been the real test of the leadership attributes of the team. There is no doubt that some of the executives and senior managers went way beyond the call of duty to stabilise a very precarious situation. To the Vice-Chancellor in particular, Council is indebted to the way in which he managed such a tenuous situation. Even under direct threat to his personal safety, Professor Rensburg was never found wanting.

The critical governance and oversight role played by Council is key to the institution meeting its role as a public entity with a key national mandate. This University is well endowed when it comes to all of its Councillors who have, through the year, exercised their role with due diligence. I wish to place on record my sincere appreciation to my fellow members of Council who have supported me as their Chairperson.

A handwritten signature in black ink, appearing to read 'Roy Marcus', with a stylized flourish at the end.

**Roy Marcus (Prof)**

Chairperson of Council

# VICE-CHANCELLOR AND PRINCIPAL REPORT TO COUNCIL

2015 was a watershed year for higher education. Widespread student activism at our universities has prompted universities and the state to re-examine matters as wide-ranging as the affordability of higher education and the financial plight of the majority of our students, the Africanisation and transformation of universities, the fairness of the wage paid to outsourced gardening, catering, cleaning and protection services staff, university freedoms, including student and staff rights to protest, and university communities' engagements, conversations and communications.

These are all critical matters that are receiving the full and comprehensive attention of the state and of our universities. Some of the immediate positive outcomes of engagements involving students, staff, universities and the state, include a zero per cent fee increase for university education for 2016; conversion to loans of the historic debt of students who, in the years 2013 to 2015, had qualified for state aid through the National Student Financial Aid Scheme (commonly known as NSFAS); and the announcement by several universities – including the University of Johannesburg (UJ) – that outsourced services were to be insourced during the period 2016 to 2017.

The state has also established a Presidential Commission of Enquiry to investigate the feasibility of free university education, and the Commission is expected to submit its report by the end of October – in time for budget decision making for the 2017 university year. Furthermore, at the University of Johannesburg, and in response to calls for the deepening and acceleration of transformation, and for the decolonisation of knowledge and the University, Senate established an ad hoc committee to critically examine these matters and to advise the University on remedial initiatives. However, it is troubling that peaceful protests have given way to the deliberate and planned disruption of the academic programme, destruction of property and a threat to the safety of students, staff and visitors, and these actions cannot go unpunished.

It is also noteworthy that through a series of extensive engagements with our academics – within faculty board settings, with our professional and support staff, our outsourced service staff, and with student leaders – University management has also deepened its already well-established University engagement programme. Campus visits, involving the participation of staff, students and outsourced workers, and walkabouts to University residences have been intensified. And, in order to nurture a deepened democratic, yet responsible culture and tradition, the University is liberalising its rules and guidelines on student protests. All of these efforts are aimed at improving internal communication, facilitating active staff and student participation in the affairs of the University and of our national university system, while nurturing a far more actively engaged University, and a responsive and accountable University leadership.

I am gratified to report that despite concerted efforts to disrupt our 2015 year-end examinations here at UJ, these examinations proceeded without interruption, as did supplementary examinations in December 2015. We are extremely proud of our University Council, management, Convocation, academics, professional and

support staff, and students, who, amidst the turmoil, demonstrated extraordinary professionalism, dedication and resolve, as a result of which we achieved, in 2015, a new high in our undergraduate module completion rates of 85,4%. This represents an improvement of close to 1% on the already excellent performance of 2014. As a consequence of these remarkable efforts, 9 046 students were able to graduate during our autumn graduations in 2016.

Thus, I write this report with great pride at the strides that the University – amidst the turmoil of student activism – has made during 2015 towards its 2025 vision, and I am confident that UJ will continue to exceed expectations. In fact, the student protests have confirmed the aptness of the University's programme of nationally inclusive and responsive global excellence and stature, and the requisite deepening and acceleration of this programme.

I am deeply grateful to the Council, under Professor Marcus' guidance, for its passionate stewardship, Senate for its principled companionship and academic wisdom, the Institutional Forum, the Student Representative Council (SRC) and the Convocation for their vital and robust partnerships, and to my colleagues on the Management Executive Committee (MEC) and the broader Executive Leadership Group (ELG) of executive deans and executive directors, for their partnership within, investment in and commitment to the UJ vision and mission and to our national and global goals for a far more inclusive, transformed, caring and responsive higher education. Our progress is made particularly prominent by the continued passion and dedication of our Chancellor, Prof Njabulo Ndebele, and also that of our heads of academic schools and departments, directors and senior managers of our professional and support divisions, our staff, students, and the leaders of our student and our staff labour organisations.

We have an enormous amount to celebrate at UJ. Since the inception of UJ in 2005, our achievements in teaching and research, in our quest for diversity and inclusion, in our relationships with prestigious universities globally, and in our world-class programmes and facilities, are considerable, and we have reached heights of excellence far earlier than anticipated.

Our ambition, grounded in carefully wrought strategies, is to achieve global greatness for an inclusive and sustainable future. Our singularity of purpose will ensure that we succeed. And greatness does not imply that UJ should be the preserve of the privileged only, but rather should be enjoyed by all deserving citizens. We continue to welcome students from all classes and backgrounds, to uplift those who have struggled, and to make a major contribution to creating a more just, equitable and fair South Africa.

Commitment to making excellent educational resources available to a diverse body of students is a proud cornerstone of the strategy of the University of Johannesburg. Consider the fact that annually, UJ enrolls into its first-year undergraduate programmes close to 28% of students who come from Quintile 1 and 2 schools that serve the poorest in our nation, and also that approximately 60% of our graduates are first-generation university graduates.

This is the legacy that we are building for this institution: an exemplary contribution to research, to teaching and learning, and ultimately to the transformation of society by the upliftment of striving individuals. Through sheer effort and commitment, from academic and support staff, and from our students, we make dreams come true.

There is considerable pressure to increase enrolments, and the University has to carefully manage the balance between the need for even more widened access and the maintenance of global excellence for our programme offerings. By the end of 2014, 111 000 students had applied for the 10 500 first-year undergraduate places made available during 2015. This implies that more than ten applicants were received for each first-year place. And, importantly, informed by our *No Application Fees for Online Applications* policy, 87% of these applicants applied online for admission as opposed to only 11% in 2014 prior to the implementation of this policy.

With the online applications system, applicants received an automated response ('acknowledge receipt') within 24 hours of the submission of the application. The pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Moreover, although applicants were allowed to select any qualification, the online application system gave applicants an early warning in cases where they did not meet the necessary entrance requirements. This pre-screening of candidates subsequently led to a decline in the number of headcount applicants from 145 556 for 2015 to 121 283 for 2016. A database of unsuccessful

applicants was developed to use as a potential pool of applicants in the event that enrolment targets were not met. The identity document information of applicants was also successfully verified electronically, which resulted in increased efficiency and cost saving. Only applicants whose identity documents could not be verified, were requested to submit paper copies.

The University recognises that many potential and current students cannot afford university fees and we will thus continue with the support that we provide for our students through, *inter alia*, the top-up to the National Student Financial Aid Scheme (NSFAS) to the value of R45 million; the R12 million UJSRC Trust Fund that supports students who, due to inadequate NSFAS funds, are unable to finance their university studies; through financial support from private and public sources of R38 million to students in the so-called “missing middle” – these are students who do not qualify for NSFAS but whose family income is simply insufficient to finance their studies through loans; and, through its support of our R10 million that funds two meals a day to 3 500 financially needy students. Moreover, we are pursuing, with vigour, every conceivable avenue to assist our students with the financial means to excel at university.

With regard to transformation, the University can be proud of the good progress that it has recorded with its transformation programme. Consider that just ten years ago the University had only 147 (i.e. 20.6%) black academic staff and that, by the end of 2015, this had grown to 418 (i.e. 37.1%). Further, ten years ago, the University had 32 619 (i.e. 71.6%) black students and this has now grown to 44 646 (i.e. 90.5%). Consider also that ten years ago less than 10% of our first-year class comprised students coming from Quintile 1 and 2 schools that serve the poorest in our nation and that this has now grown to 28%. However, we acknowledge that much remains to be done. In particular our attention must now be focused intensely on creating welcoming, embracing and far more diverse university community environments. It must equally be focused on securing the success of our Accelerated Academic Mentoring Programme (AAMP) that aims to support black and women staff to secure accelerated career development that would lead to promotion, and to build a far more diverse professoriate within the next five years.

## **TOWARDS AN INCLUSIVE, TRANSFORMING, CARING AND RESPONSIVE GLOBAL EXCELLENCE AND STATURE**

In numerous ways – even as we make decisive progress on widening access and extending transformation – the University is excelling well beyond expectations. During 2015, the authoritative QS World University Rankings of universities in the BRICS countries – that is Brazil, Russia, India, China and South Africa – again ranked UJ among the top 100 universities, placing us 67th among this economic bloc’s 6 200 universities. In terms of individual criteria, UJ was ranked 8th out of all BRICS universities for its proportion of international faculty and in the top 50 for its employer reputation and number of international students. It also achieved a high ranking for its academic reputation and for the quality of its research as measured by the number of citations per research paper. This is a tremendous achievement for a young university that does not have a medical school, and occurs within the context of a ranking system that is dominated by large numbers of Chinese and Russian universities whose governments are making significant new investments in their leading universities in order to improve their global rankings.

The Thomson Reuters ranking of universities, which ranks universities according to, *inter alia*, their global research profile, their ability to recruit high-quality staff and students, and their ability to establish valuable international partnerships, has placed UJ in the 6th position of universities on the African continent.

Our staff and students now collaborate with many of the world’s Top 100 universities, because the University is the only African member of the prestigious Universitas 21 group of research-intensive universities.

Remarkably, in 2015, and based on an expanded QS list of subjects, UJ achieved scores in 29 subjects (of the 36 now assessed by QS). Development Studies, a new subject, saw UJ ranked in the top 100 programmes offered in the world. Two other newly scored subjects, Architecture/Built Environment, and Art and Design were scored in the top 200 globally. A further 16 UJ subjects were judged to be in the top 300 globally.

Furthermore, as affirmation of UJ's now strong research tradition, the National Research Foundation (NRF) awarded, in 2015, five new South Africa Research Chairs to UJ, the maximum that could be awarded, and these new research chairs are all held by UJ's stellar women academics. The five new UJ chairs are:

- Laser Applications in Health: Prof Heidi Abrahamse (Faculty of Health Sciences)
- South African Art and Visual Culture: Prof Brenda Schmähmann (Faculty of Art, Design and Architecture)
- Welfare and Social Development: Prof Leila Patel (Faculty of Humanities)
- Integrated Studies of Learning, Mathematics and Science in the Primary School: Prof Elizabeth Henning (Faculty of Education)
- Industrial Development: Prof Fiona Tregenna (Faculty of Economic and Financial Sciences).

Coupled with the prestigious award of the NRF Centre of Excellence of Integrated Mineral and Energy Resource Analysis (CIMERA), the award of the five new distinguished Research Chairs takes the number of chairs and centres of excellence that UJ now holds to 13, which will undoubtedly further elevate the University's research excellence and stature. In addition, the University now hosts three Chairs funded by the City of Johannesburg, UNESCO and the National Youth Development Agency, respectively.

Arising from these successes – namely, the external funding of research development programmes previously catalysed through and anticipated by the Global Excellence and Stature (GES) programme – a major overhaul of GES catalytic initiatives is now under way. The overhaul of GES funding is also necessitated by the requirement to deepen investment in strategic themes, such as the Johannesburg Institute for Advanced Study (JIAS), in partnership with Nanyang Technological University, Singapore; the Pan-African Institute for Thought and Conversation; Intelligent Systems; and International Commercial Law and Architecture.

This decision to deepen and focus limited investment resulted in disestablishing a number of originally planned flagship programmes in: Earth Sciences (now incorporated into the NRF Centre of Excellence – CIMERA, noted earlier); Engineering Management (now established as the Postgraduate School of Engineering Management); Transport and Logistics Studies (now already a well-established global institute); Leadership in Emerging Economies; Childhood Education (now incorporated into the new NRF Chair, noted earlier); the Institute for Water and Nanotechnology (already two chairs in place funded by the NRF and the Water Research Institute); and the Institute for Sustainable Cities (a theme to be incorporated within the JIAS).

Accredited research publication output for 2014 reached a new peak, climbing 18% above that for 2013 to 1 075 units (2013: 897 units), and UJ now produces 7% of South Africa's total research publications output. Considering that South Africa produces 40% of Africa's total output, this UJ achievement is remarkable in view of UJ's extraordinarily high teaching/undergraduate load, and given that the University does not have a medical school.

According to the Scopus citation database – one of the leading sources for assessing the quality and impact of research outputs – as at 9 May 2016, the annual number of citations received by the University's 5 272 publications for the 5-year period, 2011 to 2015, has grown by an average of 15%. The average citations per publication is 5.1, placing UJ fifth nationally, ahead of institutions such as Rhodes (4.1), University of Pretoria (3.7), North-West University (3.3) and Unisa (2.8). Furthermore, over the past five years, 13% of UJ's publications fell within the top 10% of the world's most highly cited publications.

Sustaining and further elevating our research contributions is highly dependent on the profile of our academic community. We invest considerable effort into growing a critical mass of scholars across research areas by attracting and retaining outstanding academics, while investing in the development of all our academics. Interventions include the identification of, and support for, potential new applicants for National Research Foundation rating, a consequence of which is that at the end of 2015 the University could boast 156 rated researchers, up from 142 at the end of 2014, and more than double the 67 rated scholars of ten years ago. Furthermore, through the GES programme, the University appointed three Distinguished Professors and fourteen Distinguished Visiting Professors. Academic staff with a doctoral degree improved to 44,4% of full-time academic staff, against our medium-term target of 60%.

Our deliberate efforts to broaden the pipeline into the scholarly community have seen us grow the number of hosted Postdoctoral Research Fellows (PDRFs) to 204 – 23% of our PDRFs are now supported through the GES programme. The accredited research publication output units of PDRFs increased between 2013 and 2014 from 31.30 to 64.14, which represents 6% of institutional research publication output units. We are determined that this should exceed 400 publications, as each PDRF reaches the global norm of at least two publications per annum.

In recognition of the importance of postgraduate education and postdoctoral training in contributing to the research productivity of the University, the Postgraduate School (PGS) was established and launched in 2015. The postgraduate portfolio at UJ is an integral pillar of the University's Global Excellence and Stature drive.

The PGS works with faculties and other support divisions to provide research training opportunities to postgraduate students and PDRFs. The year under review saw an increase in the amount and the number of postgraduate bursaries and fellowships, from 2 107 in 2014 to 2 447 in 2015, with the funding increasing by 16,16% to R97 484 768. The PGS was also responsible for the many research capacity development interventions to enhance supervisory capacity, and to improve staff research productivity and career progression. Doctoral enrolments grew by 11,1% and master's by 9,24%, and the enrolment of 7 356 postgraduate students in 2015 exceeded the target of 6 100. Postgraduate graduations grew by 3,5%, and interventions have been put in place to address time to completion.

Informed by our desire to forge a Pan-African university action plan in support of the African Union's 50-year plan, known as Project 2063, the University partnered with Times Higher Education – renowned for its respected university ranking system, and for its equally respected regional university conferences – to host the first Africa Universities Summit. The highly successful Summit was themed, *Moving Africa's Universities Forward: Building a Shared Legacy*, and was shaped around the outcomes of the March 2015 Dakar Higher Education Summit. A key outcome of this first Africa Universities Summit is a commitment to focus far more of our internationalisation efforts on and to nurture at least 200 Africa-wide centres of excellence. To this end, the Summit also provided opportunity to debate a new Pan- African university ranking system.

During 2015, the University co-hosted with the Nelson Mandela Foundation the Foundation's most prestigious and largest ever Annual Nelson Mandela Lecture. The 2 000 public participants were in awe of guest lecturer, Prof Thomas Piketty, Professor of Economics at the Paris School of Economics and author of the bestselling book, *Capital in the 21st Century*. Prof Piketty reflected on the critical matter of development and inequality, and how these undermine the "meritocratic values on which democratic societies are based". On this occasion, the University also honoured Prof Piketty with its highest honour, the *doctor honoris causa*.

Our approximately 50 000 students come from all corners of South Africa. Importantly, we also have close to 3 000 international students from more than 80 countries, and we aim to increase our number of international students to 5 000 by 2020. A further 9 500 students enrol in our impressive menu of continuing education programmes.

Our overall annual graduate output is now in excess of 12 300 graduates per year, and 93% of our graduates obtain employment within 12 months of graduation, signalling the significant value of our qualifications to South African and international employers.

At UJ, the student experience is infused with a level of excellence few institutions can match. This is evident in the overall UJ student experience, through Arts and Culture offerings and in the sporting arena where UJ continues to excel.

Our work is far from finished, as we strive towards the attainment of our 2025 Strategic Plan. An important area of focus in 2016 and beyond will be to elevate the transformation agenda of UJ to the next level. Furthermore, and building on our many accomplishments in this regard, we will develop and implement plans to address critical themes within the Africanisation/decolonisation of the University and of knowledge, including the development and phased introduction of compulsory undergraduate modules on topics such as, "Key Themes in African History," and, "Great African Philosophers of the 19th and 20th centuries", to nurture among our graduates a critical African citizenship.



These performances in our core academic work reflect exceptionally well on Team UJ – our exceptionally committed and hardworking academics, in the first instance, our students, our professional support staff, our senior and executive leaders, and our Council. One might justifiably conclude that the esprit de corps of the UJ community is at a peak: in the face of difficulties and uncertainties in the sector, we collectively rise to the challenge, by providing an inclusive, transforming, caring and responsive world-class university experience for our students.

I now turn to a brief review of the University's Annual Performance Plan.

## **ANNUAL PERFORMANCE REVIEW**

The monitoring, reporting and analysis of institutional performance are designed to track the efficiency and effectiveness of portfolio performance, and provide a holistic view of the progress achieved towards the implementation of the University's strategic goal of Global Excellence and Stature. The analysis also provides for an objective mechanism to effect the mid-year efficiency adjustments necessary to improve and maintain the institution's performance standard, and also to inform future planning and resource allocation.

The Annual Performance Plan (APP) 2015 is informed by the institution's Strategic Plan 2025, and was constructed in accordance with the six Strategic Objectives from the Strategic Plan – each with between two and seven Key Performance Indicators (KPIs) – that were selected for ongoing monitoring, and aggregating to an overall total of 25 KPIs. Each KPI was provided with both a baseline/floor (representing the position at the end of 2014), and with target and ceiling goals for 2015; progress during the year was then monitored against these goals. At the end of each quarter, progress data were provided by the relevant Member of the Management Executive Committee (MEC), and these data were analysed in terms of achievement in a quarterly progress report presented to the MEC and Council. The fourth and final quarterly report allowed some interesting conclusions to be drawn, as to the expected or possible annual trajectory of the various KPIs.

Of the 25 KPIs, a total of 21 were fully achieved. Particularly successful were KPAs 1 to 3 (Research and Innovation; Teaching and Learning; International Profile); and KPA 5 (Reputation Management), where only one of the 14 KPIs was not achieved, and where 11 KPIs reached or exceeded the ceiling. In the instance of KPA 4, Student Experience, three KPIs were fully achieved, with one exceeding the ceiling, and another one only achieving in part. In the case of KPA 6, Fitness for Purpose, five of the seven KPIs were fully achieved, with two exceeding the ceiling, while two were not achieved.

I now elaborate on some matters introduced earlier in this overview, and also turn to a review of other key highlights of 2015.

### ***Improvements to committee governance and the University secretariat***

In 2015, informed by our desire for ongoing and sustained improvements, the University secretariat introduced new committee action lists, new performance review instruments for Senate and its committees and for the MEC and its committees, and a quarterly published Senate e-Newsletter as a means of keeping the University community informed about the discussions and decisions of the Senate and its committees.

Further, and following recommendations from the Council Workshop in 2014, good progress has been made with regard to evolving the structure and functions of Council and its committees.

As also informed by the self-evaluation in 2014 of a sample of eleven Council members, facilitated by the Institute of Directors in Southern Africa (IoDSA), the Chairpersons of Council committees, in consultation with the relevant UJ executives, have:

- amended the Charters of the Council committees – the amended charters are aligned with the new committee structures and include the seven cross-cutting fiduciary directives: policy, strategy, risk, performance, innovation, sustainability and transformation;
- developed a Council Committee Annual Performance Plan (CAPP) for the Council committees – these are intended to inform and monitor progress on a quarterly basis;

- developed a template for the Deputy Vice-Chancellor's new Quarterly Overview – these Quarterly Overviews are used for the compilation of the quarterly overview reports that serve at the applicable Council committees;
- revised the Schedule of Business and Agenda of Council committees as informed by the respective CAPPs.

### ***Accelerated Academic Mentorship Programme (AAMP)***

The AAMP, implemented during 2015, is an important initiative that is designed to assist in the development of the next cohort of academic leaders, and is especially focused on the transformation of the senior academic staff cohort to one that is far more diverse and representative. The programme is focused on career development in teaching and research and on enabling faster academic promotion of participants. The programme has 247 candidates across three groups: those assisted with the completion of their doctoral degrees (Level 1), those assisted in their preparation for promotion to associate professorship (Level 2), and those assisted with promotion to professorship (Level 3). Already three candidates have completed Level 1, eight candidates have completed Level 2 and have been promoted to associate professorship, while two candidates have completed Level 3 and have been promoted to professorship.

### ***Expanding the academic core***

Various initiatives have contributed to an enrichment of the learning experience by means of an expansion of the academic core that has, over the last decade, grown from 850 to 1 155 permanent academic staff. Noteworthy is that our international academic staff cohort continues to grow as a percentage of total academic staff – this is now 13,5% and has exceeded the annual target of 13%.

During the last year, a new project was initiated to convert part of the temporary academic staff budget expenditure into funds for the creation of new permanent academic posts. The project was completed and resulted in well over 30 new posts being created at various levels across faculties. These positions have been advertised and filling them is under way.

The New Generation of Academics Programme (nGAP), made available by the Department of Higher Education and Training, has resulted in the award of seven new permanent academic posts to UJ, all of which have been filled. A further tranche of four permanent academic posts has been awarded to UJ for 2016.

Additionally, the Global Excellence and Stature (GES) Fund provided much needed additional academic resources to flagship programmes, with the appointment, among others, of 60 assistant lecturers, of which 68% were black, Coloured and Indian, and 69 senior tutors, of which 62% were black, Coloured and Indian. This investment was in addition to the full use of the Strategic Tutor Fund of R12.5 million in 2015, and the allocation of additional resources to faculties for the appointment of 3 500 tutors. In total, more than R35 million was spent on tutor funding. This extensive provision of tutor resources, coupled with intensive tutor training, has resulted in a most impressive tutor support programme that is the largest in Africa.

### ***The academic success of students eligible for NSFAS support***

The academic success of undergraduate students at the University, measured in terms of successfully completed modules, has been steadily improving for a number of years. This year, an analysis was undertaken to determine if socioeconomic status had a significant influence on success rates. The National Student Financial Aid Scheme (NSFAS) has socioeconomic criteria built into its assessment of eligibility for its grants and, therefore, NSFAS eligibility was taken as a reasonable proxy for socioeconomic status. The first important insight produced in this analysis was that when NSFAS eligibility was linked to school quintiles, it became clear that far more poor students at UJ came from Quintiles 3, 4 and 5 than from Quintiles 1 and 2 (poorly resourced schools in generally disadvantaged areas).

Success rates were then tracked for four groups of students:

- Those who applied to NSFAS and were given a grant;
- Those who applied and were eligible for NSFAS support but were not given a grant;
- Those who applied to NSFAS but were found not to be eligible; and
- Those who did not apply to NSFAS at all.

Again, the outcome was very important. Since 2009, the success rates of students with a NSFAS grant were consistently higher than the average undergraduate (UG) success rate. Those who were eligible but not given the grant had markedly poorer success rates than those with the grant until 2012, when the gap became almost negligible. Since 2012, this group has also performed at a higher level than the average UG success rate. Students who applied to NSFAS, but were not eligible, outperformed those who did not apply for NSFAS from 2009 to 2014. For all six years, students who did not apply for NSFAS showed success rates below the average undergraduate success rates. A 13,2% increase in the success rate of undergraduate students eligible for NSFAS from 75,6% in 2009 to 88,8% in 2014, was mirrored by an increase of 13% in the graduation rate of this group of students.

### ***Change in academic calendar for 2016***

The groundbreaking new academic calendar for the University to be implemented in 2016 now provides for scheduled research time, for longer open periods for academic development and enrichment programmes for UJ students and for our international inbound and outbound programmes, while minimising the impact on teaching and learning time.

The new calendar is based on the following principles:

- Academic staff are provided with specific times for teaching and learning as well as research.
- The first semester begins one week later than has been the norm at UJ, but in tandem with starting dates at most other universities in South Africa.
- The contact time for contact lectures remains the same as per the current calendar.
- Staff members continue to enjoy the number of vacation days to which they are entitled.
- An additional open period is provided during July for research, for the offering of developmental and enriching programmes to students, and for the offering of inbound and outbound international programmes.

### ***SAICA accreditation visit: accountancy programmes***

Following the 2015 South African Institute of Chartered Accountants (SAICA) accreditation visit, our accountancy programmes are once more fully accredited and rated by the review panel as the best accountancy programmes in South Africa. This underscores the leadership role that UJ occupies in the field and in the public mind, and reflects well on the faculty and departmental leadership, and the strategic decisions made in 2007 to make significant additional investments in these programmes. Importantly, UJ now produces a highly significant 25% of all black chartered accountants.

### ***New programmes***

For the first time, in 2015, the University submitted applications to offer some online programmes in distance mode. The aim of these offerings is to advance the University's agenda of widening access through affordable high-quality education.

The University will be one of only two universities in the country to offer a *Master's in Emergency Medical Care*, which has now been approved and accredited. This will be followed by a doctoral qualification in the same field. The Faculty of Health Sciences has also received approval and accreditation to offer a *Bachelor's in Environmental Health*.

The Faculty of Art, Design and Architecture may now offer new Bachelor's degrees in *Visual Art* and *Interior Design* and has received approval to offer its first doctoral programme in *Art and Design*.

In the Faculty of Science, the Bachelor of Science Honours in *Nuclear Energy* has received full accreditation, and in the instance of the Faculty of Engineering and the Built Environment, two new multidisciplinary flagship Master's degrees in *Sustainable Energy* and in *Sustainable Urban Planning and Development* have been approved and await accreditation. The joint MPhil programme in Industrial Policy will enrol its first students in 2016. In the Faculty of Management, a new multidisciplinary flagship master's programme in *Sustainability Management* awaits final accreditation, while the Master's in *Leadership Coaching* received full accreditation from the global Graduate School Alliance for Executive Coaching, thereby contributing standards of practice to an unregulated profession in South Africa.

### ***High-level faculty reviews***

Two high-level faculty reviews – by panels comprising globally renowned academics – were completed in 2015 in the Faculties of Law, and of Engineering and the Built Environment. This now brings to six the total number of faculties that have undergone international reviews since 2013. In all instances, faculties have responded to the recommendations of the panels, leading to a variety of initiatives to increase their global stature and excellence. The initial suite of faculty reviews will be concluded in 2016, and these constitute a powerful and incisive contribution to the overall progress of the University towards greater global excellence and stature.

### ***New UJ Business School/Johannesburg Business School (JBS)***

Following on the recommendations of the international reviews for the Faculties of Management, and of Economic and Financial Sciences, to boldly realign existing strategic strengths in management, finance and economics education, the two faculties were tasked by the Management Executive Committee with developing a proposal on the establishment of the (UJ) Johannesburg Business School (JBS). Consequently, the Deans of the two Faculties were tasked to investigate the strategic value that the proposed JBS would hold for the UJ Global Excellence and Stature Programme, to explore global best practice in management, economic and finance education, to determine how universities have integrated business schools into their organisational structures, and to make appropriate recommendations.

Both faculties concluded that human development in Africa was improving, but greater effort was needed to sustain and accelerate development gains, and that notwithstanding progress, the level of human development remained low, poverty and deprivation in Africa remained high, and aggregate indicators of growth masked significant variations between and within countries. In this context, expanded provision of higher education in management, finance and economics education is considered to be one of the accelerators of progress towards national, continental and global development goals.

Overall, both faculties support the establishment of the JBS, and following extensive deliberations with the Management Executive Committee, it was agreed to proceed with the establishment of the JBS, which is to offer a select suite of both undergraduate and postgraduate, and high-level executive degree programmes, such as the UJ MBA and a professional doctorate programme. This model, which entails a stand-alone new entity, will position the JBS as distinct from other business schools in South Africa by virtue of the fact that it would offer both undergraduate and postgraduate degrees centred on a Pan-African agenda and reach. In addition, the JBS will create opportunities for offering programmes that are inter-/multidisciplinary in focus. The establishment of the JBS will also see the merger of the two commerce faculties.

### ***Establishment of the UJ Medical School***

UJ has now completed a comprehensive review related to the need for additional medical practitioners in South Africa, and how UJ can contribute to addressing this identified need. Benchmarking has been done against national, continental and international best practice offerings, including Universitas 21 universities, and a proposed curriculum, related outcomes and entry requirements have been finalised. A needs analysis of University facilities and infrastructure related to the need for the Johannesburg Medical School as well as the determination of costs has been completed.

Our proposal for the establishment of the Johannesburg Medical School was presented to the Gauteng Department of Health (GDoH), the Member of the Executive Committee for Health, and the Premier, who have all endorsed the UJ proposals. During 2016, this work will continue with a focus on achieving approvals at both provincial and national government levels, with the goal of establishing the Johannesburg Medical School in 2018.

### ***New online learning initiatives***

Following much debate and deliberation about the opportunities (for widened access), risks, place, future and potential impact on the traditional university of online learning and massive open online courses (or MOOCs), the Executive Leadership Group has made the groundbreaking decision to enter into a partnership with the international online academic-provider company, Academic Partnerships (AP), to offer online learning

programmes. The AP value proposition is a 'one-stop' support and implementation mechanism whereby AP provides online curriculum development, broad-scale marketing, student recruitment and retention, and overall administration. AP has also had considerable success in growing university enrolments on a significant scale, and this partnership is anticipated to have a major positive effect on enrolment and throughput.

We have identified four coursework Master's programmes in Education, Health Sciences and Management, plus a Continuing Education Programme (or CEP) in Cyber-Citizenship, for immediate development into online format, with an anticipated first offering of these programmes in the first semester of 2017. Further programmes – undergraduate and postgraduate – as well as CEPs, are currently under consideration for inclusion in the UJ-AP online suite.

### ***The UJ naming programme***

The important naming programme of the University made excellent progress during 2015. With its focus on nurturing a far more inclusive, cosmopolitan and Pan-African tradition, culture and identity during 2015, and following an extensive consultative process, 33 student residences across all four campuses and two other university spaces were renamed.

### ***Off-campus student accommodation***

During 2015, the University reviewed its Off-campus Student Accommodation Policy in order to improve the accreditation process and to prevent possible fraud and/or irregular activities within this process. This review resulted in a number of service providers being blacklisted. Ensuring that only eligible off-campus student residence providers are accredited is important since we expect that our students who choose this form of accommodation will live in suitable conditions equivalent to that of on-campus student accommodation. This review is also important since the University is simply unable to provide on-campus accommodation at the scale required, hence the importance of securing suitable and fully accredited off-campus student accommodation.

Most properties that were declined accreditation were declined because of the Off-campus Office's enforcement of the stringent Occupational Health and Safety Standards. The affected properties were found to be in such a poor state that even after appeals their situations could not be redeemed and most remained unaccredited.

Following the conclusion of this process at the end of 2015, a total of 227 properties with a combined bed capacity of 13 353 beds were finally accredited for 2016. Almost two-thirds of these beds were fully accredited, while the remaining one-third of these beds were conditionally accredited due to outstanding documentation.

### ***New UJ Soweto Campus residence***

Given the successful development of our Soweto Campus and the consequent expansion in the enrolment of students from 1 500 to over 6 000, the demand for on-campus accommodation has increased dramatically. During 2015, the University opened its second on-campus residence with an occupancy capacity of 290 beds, bringing the total occupancy capacity across our four student residences to 800 beds. A third residence is now in planning stage.

### ***Campus security improvements***

Implementation of our campus safety improvement programme commenced during 2015, and will continue during 2016. This programme comprises five components, namely, biometric access system implementation (completed), CCTV monitoring of off-campus safety corridors and APK central control room enhancements (initiated, with completion in 2016), APK Gate 4 relocation (2017), and electronically enhanced access control of the bus service (2016). The successful implementation of the biometric access system, which is the only one of its kind at South African universities, proved particularly important and decisive in controlling access to the University during the disruptive student protests of 2015.

### ***Strategic capital projects completed or well advanced***

Several capital works projects have been completed or are now well advanced – the R50 million upgrade and modernisation of the University libraries, the R7 million first phase installation of the new HVAC system at the

APB Library, the construction of two 350-seater lecture venues at Funda UJabule, the R6.5 million redevelopment of the PDRF commons, the R24 million John Orr fire compliance works, the R10 million Doornfontein computer labs for the Faculty of Engineering and the Built Environment, and the R6 million lift upgrades.

## **IMPORTANT HUMAN RESOURCE DEVELOPMENTS**

In support of the University's financial stability and sustainability programme, we have proactively implemented remuneration initiatives to optimise our staff budget. For 2015, these included the abolition of posts that had been vacant for 18 months and longer; a moratorium on new job evaluations; careful management and monitoring of overtime expenditure; and the wider implementation of a total cost to institution package for new staff. Budget constraints – such as the real drop in state subsidy and a zero per cent fee increase for 2016 – require us to do more with less in our quest to develop and implement strategies for talent attraction, retention and insourcing.

To secure sustained organisational performance by nurturing a workforce that meets our changing institutional needs lies at the heart of the University's 2025 Strategic Plan. During 2015, the overall University workforce increased from 3 127 to 3 183, which reflects a growth of 1,76%. The academic workforce grew by 1,51% from 1 111 to 1 128, while over the same period, the support staff workforce grew by 1,9%, resulting in the ratio of academic to support staff reaching 1:1.8. Importantly, the staff turnover rate declined from 8,82% to 6,78%, which is below the benchmark of 10% and reflects the positive impact of the retention strategies that we have implemented.

Our commitment to enhancing the diversity of staff is reflected in the institutional employment equity (EE) targets. In 2015, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan. The headcount of black staff appointed year on year increased as a percentage of the total staff complement from 64,56% in 2014 to 75,82% in 2015, surpassing the 2015 target. We also reached our target for a black academic staff complement of 37%, by achieving 37,1%.

### ***Executive movements***

Prof Patrick O'Brien (previously Executive Dean of the Faculty of Law), will on 1 January 2016 take up the new position of University General Counsel, and after due process, Prof George Mpedi was appointed the Executive Dean: Law.

Following the disestablishment of the post of Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs, the three portfolio responsibilities were allocated to existing MEC members, notably, Student Affairs now reports to the Senior Executive Director: Office of the Vice-Chancellor; Internationalisation reports to the Deputy Vice-Chancellor Research; and Advancement reports to the Deputy Vice-Chancellor: Strategic Services. In light of the urgent need to remedy implementation weaknesses within the portfolio Operations and Campuses (previously located within the responsibilities of the Deputy Vice-Chancellor: Strategic Services), the post of Advisor to the Vice-Chancellor: Special Projects was created, and is now filled by Mr Denice Manganye.

The Executive Director: Expenditure, Mr Hennie Kruger, resigned and left the University on 31 December 2015.

## **AUDITED FINANCIAL STATEMENTS**

Our finances continue to be on a firm footing, with the financial operating outcomes representing good stewardship of our resources. The University has achieved its budgeted income for 2015, with the actual income, including investment income, reaching 103% of budget (budget: R2.890 billion vs actual: R2.985 billion).

The budgeted expenses were on target at 99,8% (budget: R2.915 billion vs actual: R2.878 billion). This means that the operating surplus reached R106 million, which is better than the expected operating surplus range of R90 million to R100 million.

This outcome is R24 million lower than it could have been due to certain unbudgeted or unforeseen expenses incurred against the operating income. These expenses are additional security during the 2015 student protests of R6.3 million, special bonuses paid to outsourced workers of R1.9 million, and special bonuses paid to general staff to coincide with the University's 10-year celebrations of R16 million.



In respect of the comprehensive and consolidated operating results (of both the budgeted and the non-budgeted cost centres) and including 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 R335 million.

Further details on our financial performance is provided in the report of the Deputy Vice-Chancellor: Finance, which includes details of the risks brought upon the University sector, in general, and UJ, in particular, arising from the agreements reached with students during the 2015 student protests. Notable of these is that, arising from the announcement of the zero per cent fee increase for 2016, the state agreed to finance only part of the 2016 fee increase. In UJ's instance, this entails that the state will finance only 70% of the projected R200 million fee increase, and that the shortfall of R60 million will have to be financed through cost cuts and cost savings, which could have deleterious medium- to long-term consequences for the University's academic programme.

## **SUSTAINABILITY AND CORPORATE CITIZENSHIP**

There is a growing global acknowledgement that corporate citizenship aligns with corporate accountability. Global universities, such as UJ, are challenged to take up their corporate citizenship responsibilities, for example, through measuring and putting in place steps to reduce their carbon footprint. Corporate citizenship comprises five key pillars, namely, environmental, social, economic, governance and community engagement.

In our Statement on Environmental Sustainability, in the short term, our approach continues to be focused on improved energy, water and waste management, with the outcome that the total carbon footprint for 2015, based on the energy consumption from various sources, and when compared with our 2011 baseline, is down by approximately 7,8% to 54 832 tons of CO<sub>2</sub>. It is, however, up 5,4% when compared with 2014. The University's built environment footprint has expanded by 7%, mainly due to the operationalisation of the extensive Perskor property (that is now incorporated into the expanded Doornfontein Campus) and further extensions to the Funda UJabule School on our Soweto Campus.

The use of "green" energy from renewable sources will be phased in proactively from 2016 to achieve a target CO<sub>2</sub> reduction of 10% by the end of 2017. During 2015, the University continued with its roll-out of energy meters across its campuses and off-site properties, and the University now has the capability of providing live reports of electrical energy consumption as well as comparative analysis of key consumption areas. It is noteworthy that the main reason for the improvement in waste recycling is the increased volume of refuse waste. Total waste recycled is now 28,6%.

Water consumption at the University is closely linked to its electricity consumption and serves as another measure of how efficiently the University uses natural resources. The University has made use of an external company to monitor water consumption at all of its points of consumption and to develop an accurate baseline against which future progress can be measured. Importantly, water and effluent cost for all University campuses was reduced from 2014 to 2015. Spring water from our Perskor Building on Doornfontein Campus will be an important source of grey water in the immediate future.

Through these efforts over the medium and long term, UJ is helping to shape the minds and values of a new generation of leaders and decision makers by integrating an environmentally, socially and economically sustainable consciousness into all aspects of the University life cycle through innovation, communication, community engagement and implementation.

## **PERSONAL CONTRIBUTIONS**

### ***Personal performance contract***

Annually the Vice-Chancellor agrees with the Chairman of Council his performance contract and, in this regard, the performance contract of the Vice-Chancellor provides for two areas of achievement. Firstly, it provides for the Vice-Chancellor to steward the University towards achieving the institutional goals as specifically codified in the Institutional Scorecard, now known as the Annual Performance Plan, which is an

extract of 25 performance indicators from the University's 2016 Strategic Plan of 125 performance indicators – and which is determined annually by Council. A review of performance against the 2015 Annual Performance Plan is provided earlier in this report.

Secondly, the Vice-Chancellor's performance contract for 2015 provides for the Vice-Chancellor to take personal responsibility for achieving the following goals for which performance is reported below:

- Leading, initiating and catalysing change for the next decade;
- Ensuring effective measures are in place and actively implemented to retain, attract and nurture our talent;
- Securing progress towards and accomplishment of our Annual Performance Plan;
- Securing the effective implementation of our Global Excellence and Stature catalytic projects, with a focus on securing identified quick wins;
- Supporting and nurturing the executives on the MEC and ELG so that we are individually and collectively able to accomplish agreed progress;
- Mobilising new external funding for UJ's Global Excellence and Stature (GES) initiative and for bursaries and fellowships;
- Securing an effective working relationship with Council, Senate, SRC and Convocation;
- Providing national leadership within higher education and society;
- Cultivating our global reputation; and,
- Providing global thought leadership.

#### **Leading, initiating and catalysing change for the next decade**

Following the November 2014 Council planning meeting that focused on the most important “wicked” problems that confound the University and that are expected to confound UJ in the future – as provided and outlined by the Vice-Chancellor – I have established the following six task teams that are now actively developing thematic focal points and implementing related remedial and forward-looking actions: (1) Leading change – building our legacy; (2) Retaining, securing and nurturing talent to build our legacy; (3) Cultivating our global reputation; (4) Creating a world-class experience for our students to nurture the qualities of a UJ graduate; (5) Building financial sustainability for Global Excellence and Stature; and, (6) Organisational redesign in order to achieve far greater efficiencies and greatly enhanced devolution of authority, collegiality and decision making.

The establishment of these task teams reflect my effort to give effect to the first, third and fourth of my areas of personal responsibility listed earlier. Much of my effort therefore has been, and continues to be, dedicated to leading, initiating and catalysing the next step change; securing progress towards implementing our Annual Performance Plan, and implementing catalytic initiatives in these regards. Equally, much encouragement and support are being provided to the Registrar to press on with the governance enhancement plans for Council, Senate and the MEC, and, as reported earlier in this report, I believe that we are making good progress.

#### **Ensuring effective measures are in place and actively implemented to retain, attract and nurture our talent**

Our efforts are focused on implementing catalytic initiatives to give effect to signalling a next era in this regard, and a task team to oversee this work has been established. While much effort is focused on simply getting HR to do things right the first time – e.g. the effectiveness and timeliness of the recruitment process, and the recognition of internal top talent through appropriate remuneration, given that incoming top talent is paid a higher premium – we are also examining disruptive innovations to re-establish UJ as the home for Africa's top talent.

Specific catalytic disruptive innovation initiatives that I have conceptualised and are now being implemented relate to: a targeted, and fully supported accelerated academic promotion programme to enable lecturers/senior lecturers to gain promotion to associate and full professorship with a focus on black and women academics; a support programme for postdoctoral fellows to achieve a far higher research contribution; and a targeted programme to enable us to move towards our next stage of research productivity (from the 1 000 DHET output unit to the 1 500 DHET output unit level) which is, among others, focused on activating non-productive associate and full professors and converting master's/doctoral publication-ready work into accredited publications.

Other interesting ideas that are being studied have come from engagements with the ELG, for example, to create a substantial top young global researcher/scholar recruitment fund that comprises an attractive remuneration and a substantial research fund to enable such young scholars to immediately start/continue their groundbreaking work. Further work in the scholarship of teaching and learning focuses our efforts on enabling our academics to substantially improve their teaching philosophies and practices, and their research outputs.

Importantly, and in respect of the development of the ELG, I have been able to secure good progress arising from the ELG's GIBS Executive Leadership Programme, with quick wins now within implementation range relating to the following. First, the implementation of a new academic calendar for 2016 that will transform South African higher education with significant space for our academics' research and teaching development and for their participation within UJ's internationalisation drive, as well as for outbound and inbound international programmes to spur significant growth in UJ's student-related internationalisation work. Second, the conversion of many temporary academic posts into permanent ones, although the outcome is far less dramatic than initially hoped for, with a yield of some 35 new permanent academic posts. Third, the establishment of the Institute for Pan-African Thought and Conversation as a catalytic initiative to establish UJ as Africa's epicentre for critical thought and conversation beyond the immediately evident domain of the Humanities. Fourth, the establishment and launch of the Johannesburg Institute for Advanced Studies, jointly with Nanyang Technological University of Singapore – this is the first Pan-Africa-Pan-Asia and premier inter-university project to advance humanity and our planet through the creation of space for the planet's leading thinkers for critical reflection on our mid- to high-level global questions.

#### **Securing progress towards and accomplishment of the Annual Performance Plan (APP), and ongoing review of Strategic Plan 2025**

The 2015 APP was developed and successfully brought to completion, on time, and with Council approval. This APP continues to build the momentum of previous Institutional Plans towards our 2025 Vision, Mission and Values Statement, and Strategic Plan, and incorporates critical and catalytic strategic actions and key performance areas and indicators drawn from each of our six Strategic Objectives. With the 2015 UJ APP finalised, focus shifted towards reaching the agreed targets across the six Strategic Objectives, and progress is provided earlier in this report. Moreover, the performance contracts of all ELG members were aligned to take account of the 2015 APP, as were the performance contracts for heads of school and departments, and for directors and senior managers in the professional and support divisions.

At its annual planning meeting for 2016, the MEC spent considerable time reviewing the institutional performance for 2015 against the approved Strategic Plan 2025. The planning meeting also provided opportunity for the MEC to review and update the Strategic Plan 2025, during which process new KPAs and KPIs were added to take account of the "wicked problems" debated by Council in November 2014 as well as new strategic initiatives. For example, the MEC deliberated on the undergraduate curriculum and how this has taken up/not taken up the matter of the post-colony in terms of epistemology, knowledge and context in undergraduate education, and took the view that a set of compulsory undergraduate modules should be developed to take account of this gap.

Overall, eleven amendments were made to the Strategic Plan 2025, relating to the number of prestigious awards; programmes that prepare students for critical citizenship in Africa and our world; the level of student participation in SRC elections; the number of students living the UJ values and upholding the student charter; the number of staff members visiting international peer institutions; growing the University brand stature; the level of investment in maintenance as a percentage of operating income; the level of financial investment in our students as a percentage of operating income; the percentage of attrition of staff in defined programmes; evolved ethical compliance and good governance of statutory bodies at advanced level; and the percentage of internal audit findings not yet resolved on an annual basis.

Planning work also focused on the development of KPIs for 2016; the development of a draft Annual Performance Plan for Council and the Department of Higher Education and Training; and, prompted by the announcement of the zero per cent university fee increase, a major revision of the 2016 University budget to take account of the requirement to cut operating expenditure by R60 million (which is equivalent to 2% of the 2016 operating budget).

The MEC also gave consideration to various other important matters, namely:

- Developing a bold plan for technology innovation and learning, including flipped classrooms and the next phase roll-out of iPads and e-books, as well as the phasing out of computer labs to Bring Your Own Device (BYOD) learning commons.
- Due to the convergence of desktop, laptop and mobile devices and the desire of some staff for multiple devices to be provided by the University, restructuring the way we provide computing ability and the type of devices to ensure that staff can perform their tasks in the most cost-effective way.
- Implementing a programme to significantly improve productivity of support staff.
- Undertaking an internal and external benchmarking exercise to determine the impact and academic reputation value add of the present research incentive scheme, and how to achieve a better impact and academic reputation value add.
- Implementing the new Vice-Chancellor's Award for Global Excellence and Stature to recognise individuals who are external to South Africa and who have made extraordinary contributions in advancing the University's global stature and excellence.
- Co-hosting three global reputation building conferences, namely, the UJ-Times Higher Education Africa Universities Summit, possibly with Ghana University; the Nanyang Technological University-UJ QS WorldClass Universities Seminar in Singapore; and the Times Higher Education BRICS and Emerging Universities Summit.
- Hosting or co-hosting of other Pan-African and global academic conferences, which is to be stimulated through seed funding from the GES fund, with support and time off for hosting such conferences – up to two conferences can be supported for 2016 and up to four for the years 2017 to 2018.
- Allocating GES funds for ongoing catalysing of study abroad, especially for top UG students.
- Developing and implementing a significantly enhanced Student Leadership Programme with incentives, such as credit-bearing and blended learning leadership development modules, on, for example, leadership, values and ethics, and important anti-colonial struggles.

#### **Securing the effective implementation of our Global Excellence and Stature catalytic projects, with a focus on securing identified quick wins**

With a focus on securing identified quick wins, good progress was made with taking our GES programme forward.

In respect of elevating UJ's global excellence and stature (GES), key landmark events hosted during 2015 were: hosting the Nobel Laureate, El Baradei on the occasion of Africa Day at a public lecture; the launch, with our partner Nanyang Technological University of Singapore, of the prestigious Johannesburg Institute for Advanced Studies; co-hosting, as founding partner, with Times Higher Education, Africa's First Universities Summit; and hosting of the prestigious Annual Nelson Mandela Lecture, with Prof Thomas Piketty as guest lecturer (reported on earlier).

Other aspects of the GES programme that have been implemented successfully include the appointment of newly created assistant lecturers, postdoctoral fellows, distinguished professors and distinguished visiting professors, and the establishment of the Johannesburg Institute for Advanced Studies (reported on earlier), the Pan-African Institute for Thought and Conversation (reported earlier), the Confucius Institute, in partnership with China's Nanjing Tech University, and the flagship programme in International Commercial Law. Owing to successes, reported earlier, with the establishment of funded research chairs, major streamlining of the GES programme is now also being implemented.

During 2015, I also led delegations to prestigious partner universities in Brazil, Chile, Mexico and Russia, and these also significantly elevated UJ's global excellence and stature, as will the partnership initiatives that will follow.

And as reported earlier, all of these efforts are bearing fruit as reflected in our ranking, once again, in the top 4% of universities in the QS WorldClass Universities Ranking; ranking 67th in the QS BRICS Universities Ranking; and, achieving scores in 29 subjects overall out of the 36 assessed within the QS Subject Rankings – five subjects placed in fourth place nationally, another eight subjects placed fifth best, 15 subjects placed in the top five, and 22 subjects placed in the top six in South Africa.

### **Supporting and nurturing the executives on the MEC and ELG so that we are individually and collectively able to accomplish agreed progress**

In order to secure individual and collective accomplishment of agreed progress towards implementation of the University's APP and Strategic Plans 2016 and 2025, my efforts are primarily focused on supporting and nurturing the MEC members; however, the regular ELG meetings have provided opportunity to share, mobilise support and model behaviour so that alignment is accomplished.

I also met with each executive dean and executive director twice a year in order to achieve alignment and to learn from them about the support that they require. In this regard, I was able to facilitate the transfer of the incumbent Executive Dean of Law to the new position of General Counsel, and secure Council's approval of the Law Faculty's first black Dean, effective January 2016. During January 2015, the new Executive Dean of Science, a black woman, took office. Regarding MEC members, regular monthly meetings provided an opportunity for achieving executive and cultural alignment and for two-way flow of thinking and wisdom.

Overall, and regarding the members of the MEC, I have also procured the services of one of South Africa's leading executive coaches in order to assist me in upping their games further and achieving better personal and cultural alignment to our Global Excellence and Stature goal.

### **Mobilising new external funding for UJ's Global Excellence and Stature (GES) initiative and for bursaries and fellowships**

Having commenced in 2014, this work continued into 2015, and involved the hosting of intimate fundraising dinners with targeted individual CEOs during which specific UJ initiatives were presented for follow-up by the responsible executives, notably the Executive Director for Advancement. During 2015, I have hosted dinners with Royal Bafokeng and Pan-African Resources, with follow-up activities under way. Our review of these intimate dinners has concluded that our yield does not match the effort, and we are reverting to the model of our successful mining industry fundraising roadshow approach.

As reported earlier, great success has been achieved with securing external funding for a number of our GES research development initiatives, resulting in our dropping those funded initiatives from the list of University funded initiatives. Total research income thus mobilised was R25 million for the year.

The efforts of Prof Marwala have also yielded positive outcomes with R60 million (over three years) committed by the Johannesburg Metro towards a digital ambassador training programme hosted at UJ, while a separate effort stewarded by Advancement has yielded R3.4 million to the Faculty of Engineering and the Built Environment's Chair in Research Innovation.

Excellent efforts from our Executive Director for Financial Governance, Ms Nolwazi Mamorare, has resulted in our raising R37 million in bursaries from public and private sector partners for our indigent students and a further R1 million through the UJ Future Walk initiative. This has enabled us to now cover all of our students who had qualified for NSFAS loans, but, because of inadequate funds, were not able to receive NSFAS loans.

### **Securing an effective working relationship with Council, Senate, SRC and Convocation**

This work has been largely successful, with much effort focused on Council, Senate and the SRC. With regard to Council and its alignment to UJ's Global Excellence and Stature goal, my efforts, with the support of the Chairman of Council, Prof Marcus and the Council Membership Committee, have focused on moving Council and its committees, with councillors' consent and participation, to a far more deliberative and comprehensive focus on policy, strategy, risk, transformation, performance monitoring, innovation, and sustainability. This work is making excellent progress and divides labour, correctly, between the Vice-Chancellor and his Executive Management, and the Chairman of Council and councillors.

Similar work is being undertaken within Senate, albeit slower than in the instance of Council. Importantly though, and arising from the #FeesMustFall movement related protests, and the University's response, Senate has comprehensively risen to its role of providing for robust and constructive deliberations among the University's most senior scholars on the state and future of the University.

Regarding the UJSRC, the organisation was somewhat caught on the back foot as the #FeesMustFall movement swept through South African universities. The UJSRC has historically been highly successful in advancing inclusion and transformation, albeit below the surface and without fanfare. For example, since 2007, its robust engagements with the University management have yielded many gains for students, such as the funding, in 2015, from the annual tuition fee increase of the annual top-up of NSFAS as a result of the NSFAS shortfall that reached R45 million in 2015; the R16 million required for free inter-campus buses that ferry thousands of students daily from their downtown accommodation to the University's four city-wide campuses; the R10 million UJSRC Trust Fund that funds the registration and even tuition fees of thousands of indigent students; and the R10 million food scheme that funds meals for 3 500 students twice daily. Additionally, working with the UJSRC, the University management was able to raise a further R38 million to support hundreds of academically deserving students who were simply unable to fund their university fees.

Equally important, University management has put in place Africa's most extensive tutor system – of 3 500 tutors costing R35 million – to support undergraduate student success. Regrettably, the UJSRC elections were interrupted by student protests, and will have to be re-run in early 2016. At year end, we were in discussions with the UJSRC and other stakeholders to agree on interim arrangements.

Regarding Convocation, good progress is being made with the refinement of its constitution in order to achieve its goals, and towards achieving shared goals.

#### **Providing national leadership within higher education and society**

I continue to be privileged to be a senior and respected leader within Universities South Africa and to interact effectively with the Minister of Higher Education and Training. While my term as Commissioner of the National Planning Commission has now concluded, I continue to be a respected national leader; for example, I co-chair, with the Deputy Minister of Basic Education, Education Dialogue SA. Recently, at the important Durban Higher Education Summit, I successfully chaired and steered an important, yet potentially fractious session on students' views and experiences on transformation in our universities. UJ's example for effective student and worker engagement, especially in light of the fractious student and worker protests, continues to be held up as an excellent example of effective leadership in higher education. I continue to serve as Chairman of the READ Foundation.

#### **Cultivating our global reputation, and providing global thought leadership**

I believe that during 2015 I have achieved much in cultivating the University's global reputation. This includes leading a substantial UJ delegation on a successful Latin American relationship-building visit to eight universities in three countries; subsequently, agreements have been signed with the Autonomous National University of Mexico (UNAM), the Pontifical University of Chile, and Monterrey Technological University (of Mexico), which will result in significant flows of academic staff and students between our institutions. Similar agreements are to be signed with Chile University and Sao Paulo University, among others.

UJ was also well represented at the inaugural Africa University Summit in Dakar that set the scene for the development of Africa's universities over the next 50 years, and where I presented a highly regarded and accepted paper on university differentiation. UJ also co-hosted the inaugural Times Higher Education Africa Universities Summit.

Furthermore, in recognition of my global leadership, as the only African Vice-Chancellor, I presented a paper at the prestigious Glion Summit in Switzerland on the future university, alongside Vice-Chancellor peers from, among others, Cambridge and Berkeley Universities, Singapore Management University, National University of Singapore, Lausanne University, University of Toronto and ETH-Zurich. Similarly, I was privileged to be invited to be keynote speaker at the Inaugural Hamburg Transnational University Leaders Conference, and delivered keynote papers at the Council of Graduate Schools Conference in Seattle, USA (attended by 650 deans and directors of leading graduate schools) and at the Times Higher Education BRICS and Emerging Economies Universities Conference in Delhi, India. I was also privileged to provide thought leadership at the Universitas 21 universities meeting in Santiago.



The focus of my thought leadership is on the meaning of the concept “great universities.” Furthermore, four publications, single and co-authored with my postdoctoral fellow and two other colleagues at UJ, were published during 2015 within DHET and Scopus-listed publications.

Following much debate and deliberation about the opportunities (for widened access), risks, place, future and potential impact of online learning and massive open online courses (or MOOCs) on the traditional university, the ELG has made the groundbreaking decision to enter into a partnership with the international online academic-provider company, Academic Partnerships (AP), to offer online learning programmes. Implementation is already under way, even though the slow process of attaining approvals from the DHET and CHE will mean a slower than planned roll-out.

### ***Institutional communication and leadership***

A primary role of mine is to continue my efforts to steward the evolution of the University culture to one that engages its evolving essence: inclusive, cosmopolitan, transformational, conversational and collegial, imaginary, regenerating, and ethical, while, simultaneously, being vision-, mission-, values- and goals-driven, and yet firmly committed to its core academic mission. This work has been undertaken in various university structures and fora, and in direct conversations with all executives. On staff motivation, the strategic focus continues to be to affirm and motivate staff, and to publicly acknowledge their achievements and contributions to the institution's success in fora, such as graduation ceremonies, long-service staff awards, campus visits, Senate, and through awards functions, such as the Vice-Chancellor's Awards.

The Executive Leadership Group is an active contributor to the making of UJ – it is also the forum for annual reporting and planning, the former to the university community, and the latter undertaken in committee, while the Senior Leadership Group (comprising heads of academic schools and departments, and directors of professional and support divisions) provides important opportunities to communicate with and to listen to the next layer of coalface-level heads and managers as, together with them, we take the institution forward.

I also actively make use of all fora, especially the regular Vice-Chancellor Campus visits, Senate meetings and meetings with the Senior Leadership Group to motivate a shared institutional leadership culture. In this regard, campus visits now include walkabouts to and conversations with staff of various departments and divisions. I also conduct more intimate monthly “Coffee/Tea with the Vice-Chancellor” sessions that are limited to five staff members.

Taking into consideration that universities are hubs of collegiality, and mindful of the value, and critique, to be derived from the practice of performance management, I continue to nurture at UJ a vibrant and active culture of performance development, support and management at Executive and Senior Leadership Group levels, a programme that is now extended to 98% of all members of staff.

The success of my leadership efforts and leadership style is reflected in the excellent progress that we have made with the implementation of the 2015 Strategic Objectives, and of the Key Performance Areas and Indicators of our 2025 Strategic Plan, as well as in the implementation of the Global Excellence and Stature Plan and Year 3 (final) of the Strategic Academic Projects Initiative.

### ***Late applications for admission***

During 2015, we achieved largely smooth and trouble-free late applications, and registration processes, while reaching and exceeding enrolment plan targets. Student protests relating to their campaigns for free higher education and an expanded NSFAS programme were planned to coincide with registration; however, this was well managed by the executive, with momentary but never debilitating disruption.

### ***Risk determination and risk management***

During the year under review, both the Institutional Risk Register and the Institutional Scorecard were reviewed, updated and presented for deliberation to the Audit and Risk Committee, as were internal and external audit

findings, while the ICS Risk Plan is also being implemented and monitored by the Audit and Risk Committee.

### ***Personal donations to various causes***

Finally, in light of the generous remuneration that I receive, I have made donations totalling R760K, including R200K towards UJ's Needy Student Fund that provides meals to our needy students; R170K towards the cost of a postdoctoral fellowship – whose focus is on the contemporary evolution of higher education systems, policies and institutional cultures; R40K towards bursaries for the UJ-based NGO capacity development programme; and R350K towards an inter-generational youth leadership development initiative.

## **LOOKING AHEAD**

Informed by the deliberations of the Executive Leadership Group on the state of the University within the national system, as well as the state of our political, economic and social environment, and as we make progress towards our 2025 Strategic Plan, we must during 2016:

- Establish far more effective internal and external university communications;
- Nurture a far more diverse, inclusive and caring university culture at all levels within the faculties and support divisions;
- Find, with our peers, short-term and lasting funding solutions for the “missing middle” – those students whose family incomes are above the threshold to qualify for state aid through the National Student Financial Aid Scheme (NSFAS) but are unable to finance their university studies through loans or self-funding;
- Introduce specific measures to significantly reduce avoidable student dropout;
- Implement short-term (2017) and medium-term (2018 and onwards) measures to definitively Africanise the curriculum; and
- Phase in online learning – formal programmes and short learning programmes – which is a substantially different approach from Massive Open Online Learning Courses/Programmes.

Many challenges lie ahead. However, our many accomplishments combined with our shared commitment to nurturing an even more inclusive, transforming, caring, engaged and responsive global excellence and stature will serve us well in reaching new heights and realising new milestones. At UJ, challenges galvanise our energies, spur our imaginations, reinvigorate our commitment to social transformation, and bring us closer together.



**Ihron Rensburg (Prof)**  
Vice-Chancellor and Principal

# INSTITUTIONAL PERFORMANCE IN TERMS OF THE ANNUAL PERFORMANCE PLAN 2015 OF THE UNIVERSITY OF JOHANNESBURG

## INTRODUCTION

For the first time, UJ has completed a year of high-level monitoring, reporting and analysis of institutional performance, in terms of the institution's Annual Performance Plan (APP).

The monitoring, reporting and analysis of institutional performance are designed to track the efficiency and effectiveness of portfolio performance, and provide a holistic view of the progress achieved towards the implementation of the University's strategic goal of Global Excellence and Stature. The analysis also provides for an objective mechanism to effect the mid-year efficiency adjustments, necessary to improve and maintain the institution's performance standard, and also to inform future planning and resource allocation.

## METHODOLOGY

The Annual Performance Plan 2015 is informed by the institution's Strategic Plan 2025. The APP was constructed in accordance with the six Strategic Objectives from the Strategic Plan, each with between two and seven Key Performance Indicators (KPIs), selected for ongoing monitoring, to an overall total of 25 KPIs.

Each KPI was provided with both a baseline figure (representing the position at the end of 2014), and with target and ceiling figures for 2015; progress during the year was then monitored against these figures. At the end of each quarter, progress data were provided by the relevant Member of the Executive Committee (MEC), and these data were analysed in terms of achievement in a quarterly progress report presented to the MEC and Council. The fourth and final quarterly report allowed some interesting conclusions to be drawn, as to the expected or possible annual trajectory of the various KPIs.

### ***Note on auditing of data***

Data provided in this report were audited by PricewaterhouseCoopers. However, it must be noted that data for higher education institutions (HEIs), HEMIS staff and students are subject to a few potential standard minor amendments before auditing and reporting to the Department of Higher Education and Training (DHET), and to a further audit by external auditors PricewaterhouseCoopers in June. As a result, the final report to DHET in June 2016 may contain slightly different figures on staff and students due to the fluctuating nature of these indicators.

## BROAD SUMMARY OF PROGRESS DURING 2015

Out of the 25 strategic objectives, a total of 21 were fully achieved. Particularly successful were Key Performance Areas (KPAs) 1 to 3 (Research and Innovation; Teaching and Learning; International Profile); and KPA 5 (Reputation Management), where only one of the 14 strategic objectives was not achieved, and where 11 KPIs exceeded the ceiling. In KPA 4, Student Experience, three KPIs were fully achieved, with one exceeding the ceiling, and another one only achieving in part. In KPA 6, Fitness for Purpose, five of the seven KPIs were fully achieved, with three exceeding the ceiling, while two were not achieved.

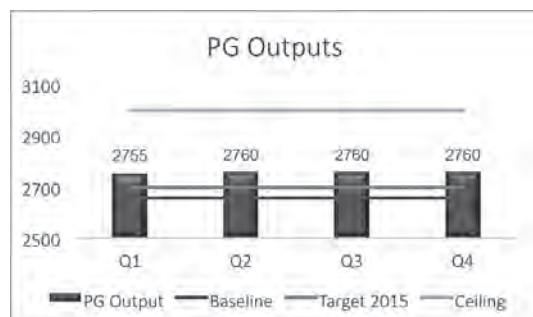
## PERFORMANCE DETAILS FOR EACH KPI

The following sections provide performance details and an analysis of each strategic objective.

### Strategic Objective 1: Excellence in Research and Innovation

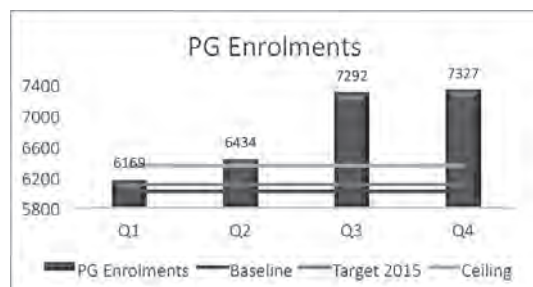
#### Key Performance Area 1.1: Research and Innovation

Key Performance Indicator 1.1.1: Postgraduate outputs (postgraduate diploma, honours, master's and doctorate)



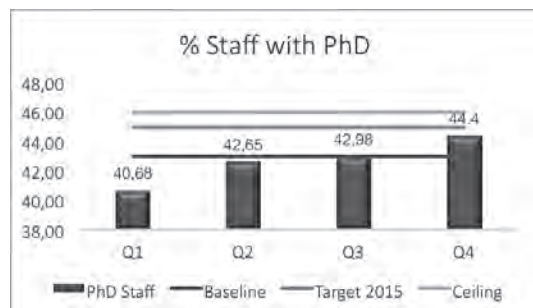
The target is based on students who were registered in 2014, and who were counted as having completed their studies during that academic year. The first quarter progress figure already represented the vast majority of the expected outputs for the year; and, with a slight upwards adjustment during the second quarter, the figure was finalised at that stage. The target was therefore somewhat surpassed by mid-year, although there was still some distance to the ceiling.

Key Performance Indicator 1.1.2: Postgraduate enrolments (honours, master's and doctorate)



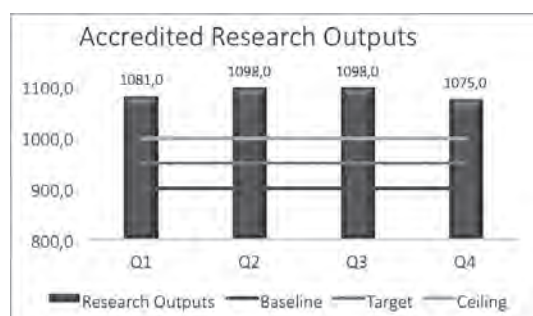
While registration of coursework master's qualifications was virtually complete in the first quarter, further registration of full thesis master's and doctorate students continued throughout the year. While the target was already achieved in the second quarter, the ceiling of 6 350 was substantially exceeded in the third quarter, with still further registrations to a total on 7 327 registrations by the end of the year.

Key Performance Indicator 1.1.3: Percentage permanent and fixed-term academic staff with doctorates



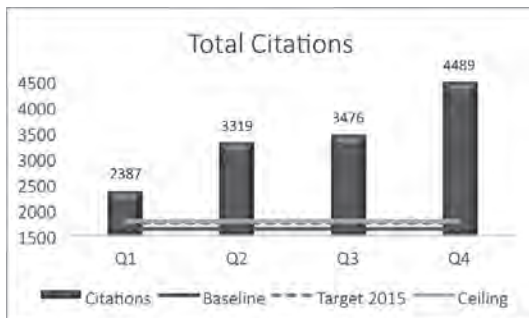
This measure fluctuates constantly, because of resignations, new appointments and doctoral graduations of current staff. With the first quarter figure well below the baseline, progress was made during the rest of the year, so that the baseline was exceeded by the end of the year. However, the target was still out of reach and was not achieved.

Key Performance Indicator 1.1.4: Accredited research outputs



The figure for the first three quarters was an estimate and represented submissions for publications received to date by the Research Office during 2014. These submissions were then assessed by the Research Office and a total of 1 098 were submitted to DHET for the accreditation process. Based on past experience, it was estimated that around 95% of the submitted figure (1 098) would be approved by DHET, yielding a minimum of 1 043 approved publications. The figure of accredited units now received from DHET is at a very pleasing 1 075, i.e. considerably higher than the target and resulting in both target and ceiling being substantially exceeded.

Key Performance Indicator 1.1.5: Total citations = fully achieved

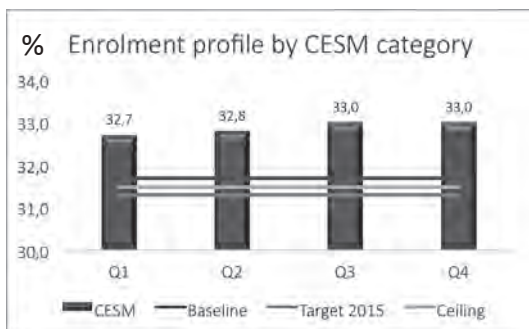


As anticipated, the citations figure (representing n-2) rose continuously throughout 2015 and peaked at 4 489 by year end, which is substantially higher than the ceiling of 1 800. This n-2 figure can be expected to continue to rise during 2016.

## Strategic Objective Two: Excellence in Teaching and Learning

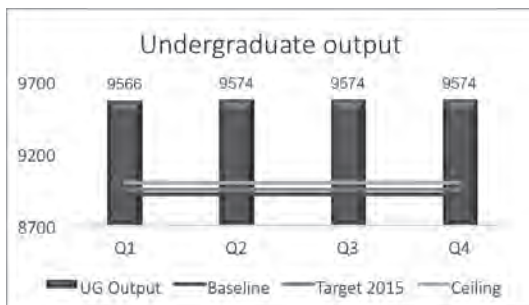
### Key Performance Area 2.1: Teaching and Learning

Key Performance Indicator 2.1.1: Enrolment profile by Classification of Educational Subject Matter (CESM) category Science, Engineering and Technology (SET)



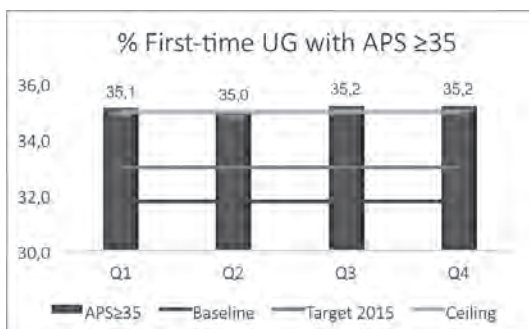
As expected, this figure was largely finalised in the first quarter. Continuing postgraduate enrolments resulted in a very slight adjustment in the second and third quarters, with no further change through to year end. The target was fully achieved and considerably exceeded, with the ceiling also being exceeded by more than a full percentage.

Key Performance Indicator 2.1.2: Undergraduate output



As could be anticipated, this output figure was finalised in the first quarter, with only a slight upwards adjustment in the second quarter. The target was met and exceeded, with the ceiling (9 000) also being well exceeded.

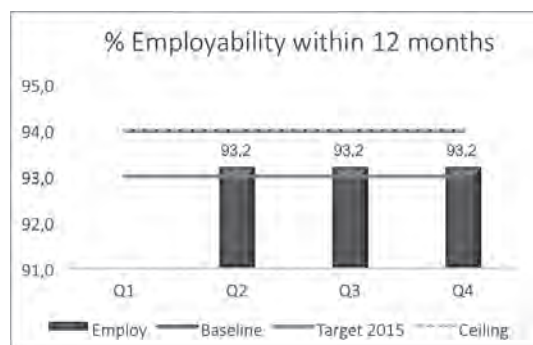
Key Performance Indicator 2.1.3: Percentage first-time entering undergraduate (UG) students with APS  $\geq 35$



Following on the slight reduction of 0,1% from the first to the second quarter, there was a slightly larger and pleasing increase to a total of 35,2% in the third quarter, with the figure finalised at that point. Both the target and the ceiling of 35% were achieved.



Key Performance Indicator 2.1.4: Employability within 12 months

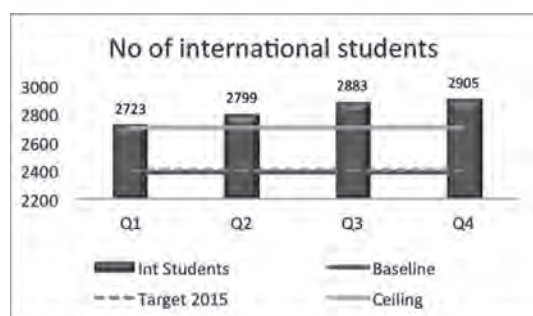


The survey conducted during the second quarter by the Division of Institutional Planning Evaluation and Monitoring showed a pleasing 93,2% of graduates achieving employability within 12 months. The target was fully achieved.

**Strategic Objective Three: International Profile for Global Excellence and Stature**

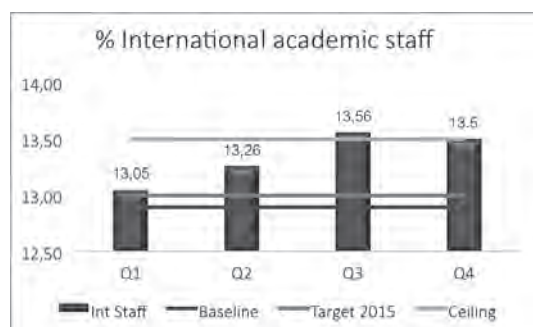
**Key Performance Area 3.1: International Profile**

Key Performance Indicator 3.1.1: Number of international students



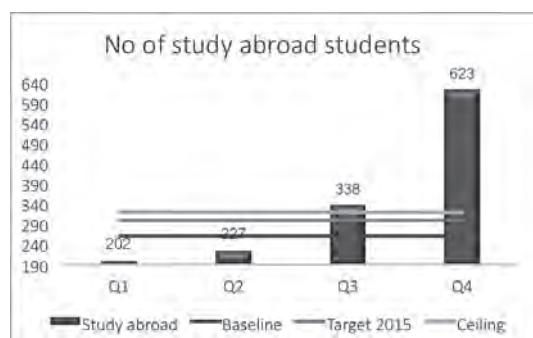
With the ceiling of 2 700 already achieved in the first quarter, there was a continued increase in international master's and doctorate students throughout the year to well above the ceiling.

Key Performance Indicator 3.1.2: Percentage international permanent and fixed-term staff



The target was already achieved in the first quarter, and this indicator showed continued increase during the course of the year and is now pleasingly above the ceiling of 13,5%.

Key Performance Indicator 3.1.3: Number of study abroad students (inbound and outbound)

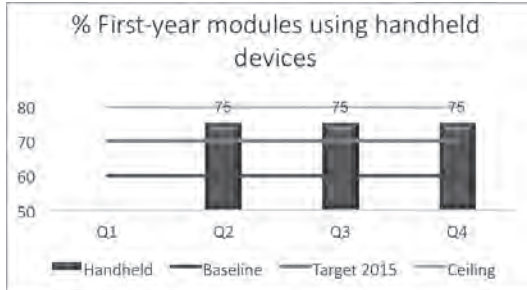


After the slow but steady increase towards the target during the first two quarters, a substantial increment in the third quarter exceeded both the target and the ceiling of 320. The final quarter of the year showed a massive increase, with the result that the output is now close to double the ceiling.

## Strategic Objective Four: Enriching Student-friendly Learning and Living Experience

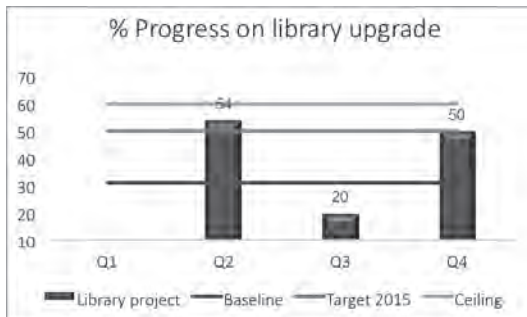
### Key Performance Area 4.1: Student Experience

Key performance indicator 4.1.1: Percentage of first-year modules using handheld devices for teaching and learning



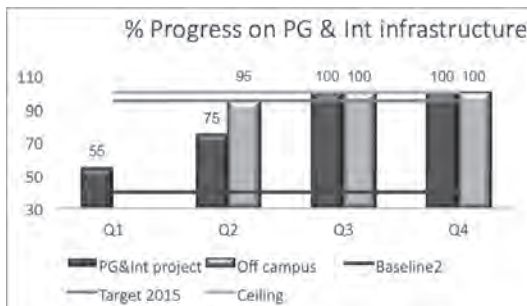
The survey conducted in June 2015 among staff teaching first-year classes in all faculties confirmed that 75% of staff were using handheld devices for teaching and learning, which is well above the target, though not yet at the ceiling of 80%.

Key Performance Indicator 4.1.2: Percentage progress on library upgrade project



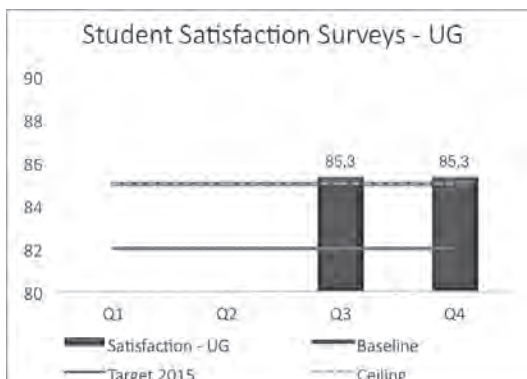
Due to poor project conceptualisation, it became necessary to review what would constitute the deliverable for this KPI. In the third quarter, the indicator was revised to reflect actual strategic progress. In the final quarter, the target of 50% was reached.

Key Performance Indicator 4.1.3: Percentage progress on postgraduate (PG) and international student infrastructure project



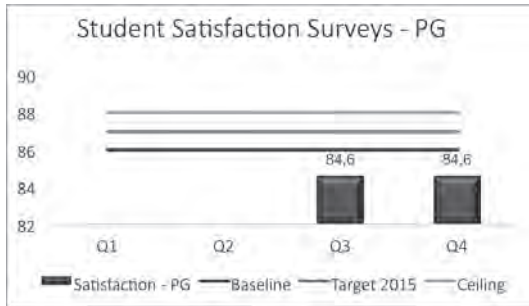
Substantial progress in both areas was made during the year, with both the target and the ceiling already fully achieved in the third quarter.

Key Performance Indicator 4.1.4a: Results of Student Satisfaction Survey: Undergraduate Survey



The Undergraduate Survey, which was conducted and the findings reported in the third quarter, achieved both the target and the ceiling of 85%.

Key Performance Indicator 4.1.4b: Results of Student Satisfaction Survey: Postgraduate Survey

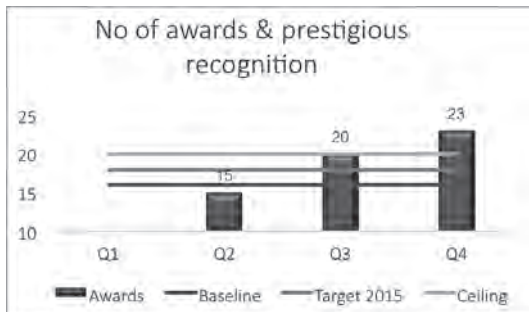


Here, too, a survey was conducted and the results were reported in the third quarter. However, the Postgraduate Survey was below the baseline figure and the target was not achieved.

## Strategic Objective Five: National and Global Reputation Management

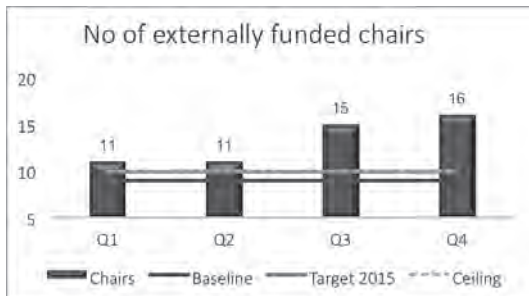
### Key Performance Area 5.1: Reputation Management

Key Performance Indicator 5.1.1: Number of awards (national and international) and prestigious recognition



Substantial progress had been made from the initial report in the second quarter, with both the target and the ceiling of 20 being achieved by the third quarter. By the end of the year, output was substantially above the ceiling.

Key Performance Indicator 5.1.2: Number of externally funded chairs

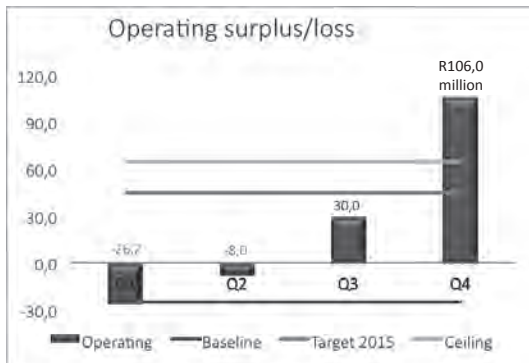


This KPI had already achieved both the target and the ceiling in the first quarter. Subsequent quarters saw continued progress, with the final output substantially above the ceiling.

## Strategic Objective Six: Fitness for Global Excellence and Stature

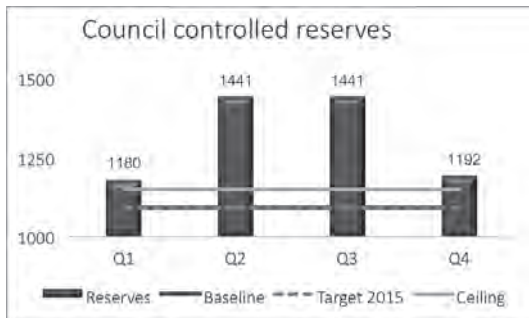
### Key Performance Area 6.1: Fitness for Purpose

Key Performance Indicator 6.1.1: Annual operating surplus/loss



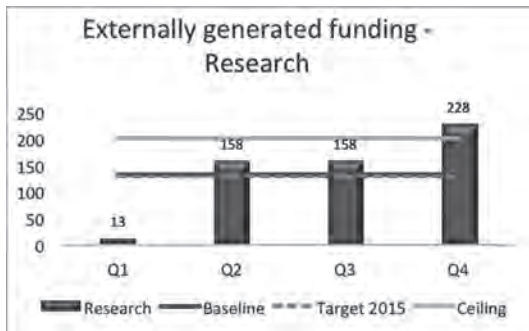
During the first two quarters, UJ was operating at a loss. Since mid-year there has been marked progress, first to a positive figure of R30 million, and at year end to a positive figure of R106 million. The target and the ceiling (R65 million) were both achieved.

Key Performance Indicator 6.1.2: Council controlled reserves



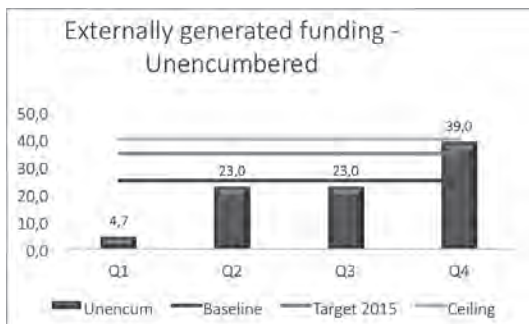
There was excellent progress during the first half year, with the figure in the third quarter remaining the same, thus substantially surpassing the ceiling of R1 150 million. While there was a drop in the final semester, the ceiling remained surpassed.

Key Performance Indicator 6.1.3: Externally generated funding



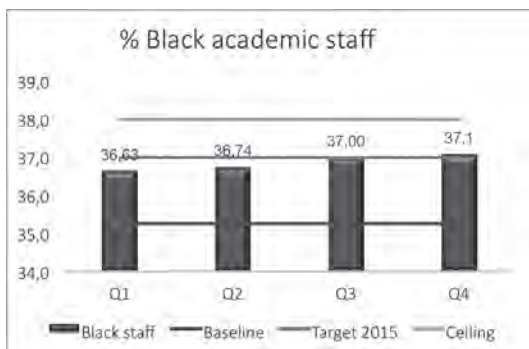
This indicator differentiates between externally generated research funding, and unencumbered externally generated funding.

Externally generated research funding made good progress through the year, to a total of R228 million, which comfortably exceeded the target of R130 million.



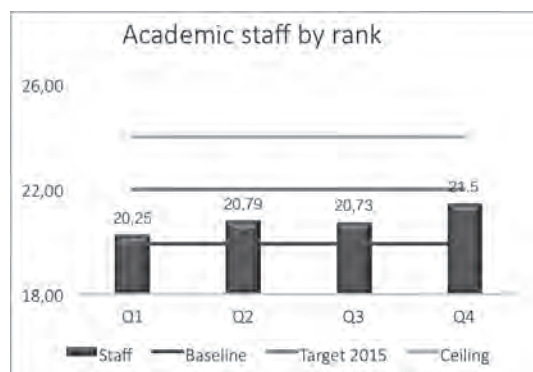
Unencumbered externally generated funding also made excellent progress, particularly in the fourth quarter, when the target was achieved, and the figure was just R1 million short of the ceiling.

Key Performance Indicator 6.1.4: Percentage black permanent and fixed-term academic staff



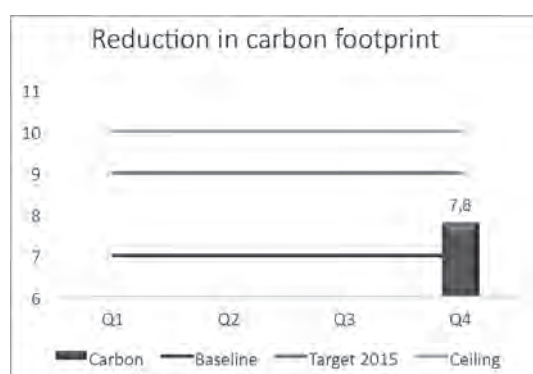
The progress figure maintained an upwards trend throughout the year and by year end had achieved and slightly surpassed the target.

Key Performance Indicator 6.1.5: Permanent and fixed-term academic staff by rank (professors and associate professors)



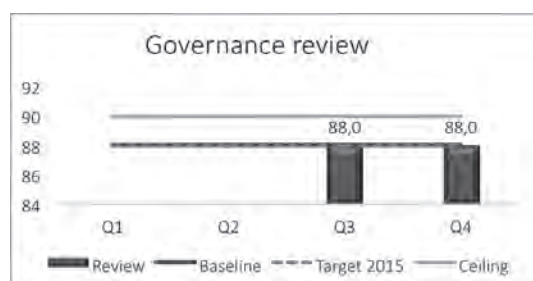
Even though progress was made throughout the year, the figure fluctuated somewhat and the target was not achieved.

Key Performance Indicator 6.1.6: Reduction in carbon footprint



Results for this performance indicator only became available at the end of the year, and while the output is above the baseline, the target was not achieved.

Key Performance Indicator 6.1.7: Governance review (Council)



The year-end report achieved the target for the year.

## REFLECTIONS AND CONCLUSIONS

The process of high-level monitoring, reporting and analysis of institutional performance, in terms of the institution's Annual Performance Plan, and over a full year, has proved of considerable interest.

Clearly, UJ has performed well, with 21 out of 25 KPIs achieving their target, 15 of which also exceeded their ceiling, some by a considerable amount, and only four KPIs not achieving the target. Overall, the institution has made considerable progress towards the implementation of the University's strategic goal of Global Excellence and Stature.

The data generated over the year allow close consideration to be given to the nature of the various KPIs and to the varying types of year trajectory involved. At year end, the inherently different nature of KPIs can be fully perceived. In some cases, there is a clear link to the year cycle: either certain data will only become available at certain times of the year; or the KPI will have a clear trajectory in terms of the year cycle. In other KPIs, progress will not be regular and predictable throughout the year. In yet other KPIs, finally, there is reporting only once during the year (e.g. by means of a survey), and at that point the KPI is already finalised.

These insights will allow developmental interventions – where necessary – to be reviewed, adjusted and appropriately positioned, with a view to addressing the few areas of underperformance, and to ensuring that the excellent performance in the majority of KPIs is maintained and enhanced further.

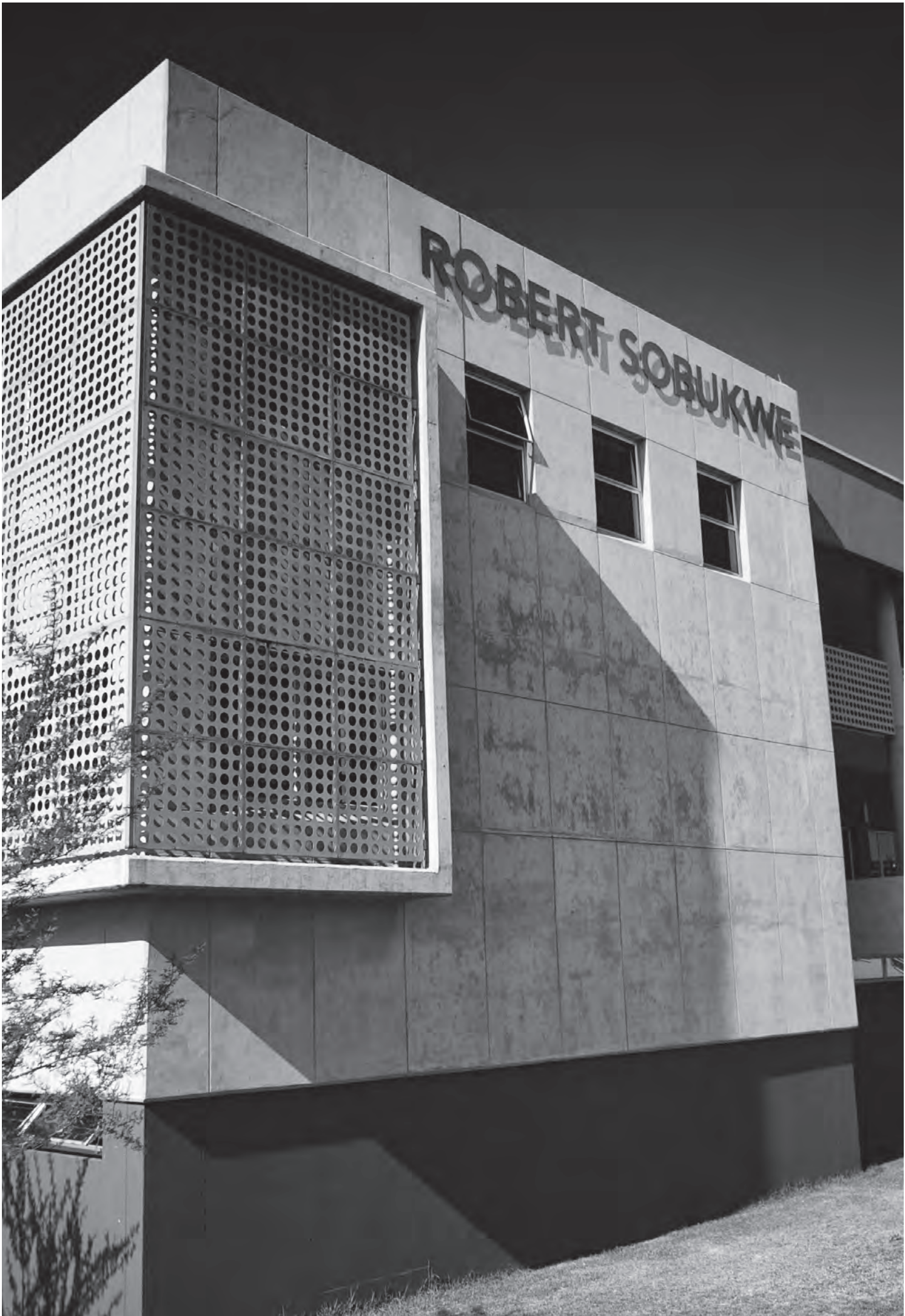
#### ADDITIONAL KEY PERFORMANCE INDICATORS

As indicated at the outset of this report, the UJ Annual Performance Plan was aligned with the UJ 2025 Strategic Plan, and as a result, certain KPIs required by the Department of Higher Education and Training were not included. These KPIs are now presented below.

**Table 1: Key Performance Indicators**

KPI	Baseline	Target	Progress
UJ weighted research output per permanent academic staff	1.48	1.49	1.58
Total headcount enrolment	49 695	49 602	49 229
First-time entering undergraduates	11 926	11 000	10 449
Degree credit success rates	82,6%	81%	83,5%
UJ total graduation rate and output (n-1)	11 576	11 672	12 334









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# STATEMENT ON GOVERNANCE

## OVERVIEW

The Statement on Governance focuses on the following:

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

### **CORPORATE GOVERNANCE PRE-DETERMINED OBJECTIVE (INSTITUTIONAL SCORECARD)**

As far as governance efficiency is concerned, the UJ Annual Performance Plan for 2015 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – a target of 88%, with a baseline of 88% and a ceiling of 90%. An average score of 88% was allocated, thus reflecting sustained excellence in this regard.

### **DECLARATION OF INTERESTS AND POSITIONS OF TRUST**

The following has reference:

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

**Roy Marcus (Prof)**  
Chairperson of Council



# COUNCIL AND COUNCIL COMMITTEES' GOVERNANCE REPORT

## OVERVIEW

The following has reference:

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

## COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the 2012 Institutional Statute, is reflected in Table 2 of this report. The following appointment was made: Ms S Dlamini (Ministerial appointee in accordance with the Institutional Statute).

The UJ Council comprises 18 external members (i.e. 60% of the Council membership out of a total of 30 members).

The UJ Institutional Statute of 31 March 2012 is applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute. The procedure developed for the appointment of members of Council for a further term of office was operational in 2015.

**Table 2: UJ Council membership status 2015**

Statute requirements (Clause 10-22)	Member Status	Term of Office
Five external persons appointed by the Minister	Prof RD (Roy) Marcus Dr DSS (Simo) Lushaba Ms TA (Tsakani) Chaka Mr G (Godwin) Khosa Ms S (Sinenhlanhla) Dlamini	1 July 2014 – 30 June 2019 (3 <sup>rd</sup> term) 1 July 2012 – 30 June 2017 (2 <sup>nd</sup> term) 1 July 2012 – 30 June 2017 (1 <sup>st</sup> term) 1 July 2012 – 30 June 2017 (1 <sup>st</sup> term) 1 August 2015 – 31 July 2020 (1 <sup>st</sup> term)
Three (external) members of the Convocation	Mr JP (Johan) Burger Ms BJ (Totsie) Memela-Khambule Mr DM (Denice) Manganye	1 August 2012 – 31 July 2017 (1 <sup>st</sup> term) 1 July 2014 – 30 June 2019 (1 <sup>st</sup> term) 1 August 2012 – 31 July 2017 (2 <sup>nd</sup> term)
Ten (external) members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	Mr TJ (Joel) Dikgole Dr P (Phil) Mjwara Mr MJN (JJ) Njeke Dr WP (William) Rowland Mr KB (Khulu) Sibiyi Mr CR (Cyril) Gebhardt Mr F (Frans) Baleni Mr M (Mike) White  Mr MS (Mike) Teke Prof D (Diane) Hildebrandt	1 July 2013 – 30 June 2018 (3 <sup>rd</sup> term) 1 July 2014 – 30 June 2019 (3 <sup>rd</sup> term) 1 July 2014 – 30 June 2016 (3 <sup>rd</sup> term: 2 years) 1 August 2013 – 31 July 2018 (3 <sup>rd</sup> term) 1 July 2013 – 30 June 2018 (3 <sup>rd</sup> term) 1 August 2013 – 31 July 2018 (3 <sup>rd</sup> term) 1 August 2014 – 31 July 2019 (2 <sup>nd</sup> term) 1 January 2011 – 31 December 2015 (1 <sup>st</sup> term) 1 January 2016 – 31 December 2020 (2 <sup>nd</sup> term) 1 July 2012 – 30 June 2017 (1 <sup>st</sup> term) 1 February 2014 – 31 January 2019 (1 <sup>st</sup> term)

<b>Statute requirements (Clause 10-22)</b>	<b>Member Status</b>	<b>Term of Office</b>
Vice-Chancellor and Principal	Prof IL (Ihron) Rensburg	1 April 2006; membership by virtue of office
Two Deputy Vice-Chancellors: DVC: Academic DVC: Finance (Council resolution 19 Sept 2013)	Prof A (Angina) Parekh Mr JA (Jaco) van Schoor	1 October 2011; by virtue of office (2 <sup>nd</sup> term) 1 October 2013; by virtue of office (1 <sup>st</sup> term)
Two members of Senate	Prof H (Heidi) Abrahamse Prof C (Chris) Landsberg	1 August 2013 – 31 July 2018 (1 <sup>st</sup> term) 1 August 2013 – 31 July 2018 (1 <sup>st</sup> term)
Two academic employees	Mr K (Kevin) Thomas Prof A (Ahmed) Mohammadali-Haji	1 September 2013 – 31 August 2018 (1 <sup>st</sup> term) 1 October 2012 – 30 September 2017 (1 <sup>st</sup> term)
Two non-academic employees	Dr J (Joe) Manyaka Mr D (Derrick) Bvuma	1 September 2013 – 31 Aug 2018 (1 <sup>st</sup> term) 1 September 2013 – 31 Aug 2018 (2 <sup>nd</sup> term)
Two students – SRC	Mr K (Khutso) Rammutla Mr M (Mmangaliso) Mkhonta	2015 2015
Registrar (Secretariat)	Prof IC (Kinta) Burger	1 January 2014; by virtue of office

## QUALIFICATIONS AND SKILLS OF MEMBERS OF COUNCIL

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

**Table 3: Qualifications and skills/experience of Council members (December 2015)**

<b>Name</b>	<b>Qualifications</b>	<b>Experience and Skills</b>
Prof H Abrahamse	BSc (Biochemistry and Psychology) (RAU); BSc (Hons) (Biochemistry) (University of Stellenbosch); MSc (Medical Biochemistry) (University of Stellenbosch); PhD (Biochemistry/ Molecular Biology) (University of the Witwatersrand); BSc (Hons) (Psychology) (Unisa); GIBS Executive Leadership Programme (University of Pretoria).	Lecturing; Course coordination; Curriculum development; Research; Supervision; Mentoring; Administration; Policy and Governance; Research management; Grant application and review; Editor and reviewer for international journals; Committee representation and chairing. Research and project development. Contract research; panel/postal grant review; research feasibility studies; innovation fund panel; professorial committees.
Mr FM Baleni	BA (Development Studies); Diploma in Political Science and Trade Unionism; Alumnus of the International Institute for Management; Build on Talent; various certificates.	Executive Management: NUM Involvement in NUM's Development Projects, Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions.
Prof IC Burger	PhD (Mathematics) (RAU) Postgraduate Diploma in Education (RAU)	Academic and Head of Department in the Department of Mathematics; 10 years Executive Dean of the Faculty of Science; Registrar since 2014.



Name	Qualifications	Experience and Skills
Mr JP Burger	BCom (Hons), CA (SA).	Graduated from the Rand Afrikaans University now known as the University of Johannesburg in 1983 and qualified as a Chartered Accountant after serving articles with PricewaterhouseCoopers. Joined Rand Merchant Bank in 1986 and was appointed an Executive Director in 1995. Appointed as Chief Financial Officer to FirstRand Ltd in 2002. In January 2009 appointed to the board of FirstRand Ltd as Financial Director and assumed the additional role of Group Chief Operating Officer in June 2009. Appointed as Deputy CEO in October 2013.
Mr D Bvuma	National Professional Diploma in Education (Unisa); Emergency Pre-Hospital Care course Level 3; Security Course Grade (A).	Student Development Practitioner; Leadership skills; Chairperson of NEHAWU at the University of Johannesburg.
Ms TA Chaka	Bachelor of Arts (University of the Witwatersrand); Postgraduate Diploma in Public Policy and Development Administration (University of the Witwatersrand); Master of Management (Public and Development Management) (University of the Witwatersrand).	Moved from Research Intern to Senior Researcher at the Centre for Education Policy Development. Undertakes and manages research into education and training policy and development as well as conducts monitoring and evaluation of education and training related programmes and projects. Skills acquired include communication/ interpersonal skills; research skills; monitoring and evaluation skills; project management skills; organisational skills; computer skills and admin skills.
Mr TJ Dikgole	BCompt; Management Advancement Programme; EDP (Executive Director Programme); MBA.	Financial and Accounting; Management; Governance; Leadership; Teaching; Strategy Development and Implementation; Business Administration; Internal Auditing; Human Resource Management; People Development.
Ms S Dlamini (Member from 1 August 2015)	Bachelor of Business Science (UCT, 2007); Programme in Investment Analysis and Portfolio Management (Unisa, 2012).	Strategy formulation and implementation; Investment analysis; Marketing/ branding; Business Development; Project Management; Presentations/public speaking.
Mr CR Gebhardt	National Diploma (Chemical Technology) (TWR); National Diploma (Production Engineering).	Successful entrepreneur in chemical and glass industry; Project and Construction Management; Quantity surveyor.



Name	Qualifications	Experience and Skills
Prof D Hildebrandt	BSc (Chemical Engineering) with Distinction (University of the Witwatersrand); MSc (Chemical Engineering) (University of the Witwatersrand); PhD (Chemical Engineering) (University of the Witwatersrand).	Professional Assistant Chamber of Mines Research Organisation, Environmental Engineering Laboratory; Process Engineer, Sastech, SASOL; Senior Lecturer, Department of Metallurgy, Potchefstroom University for Christian Higher Education; Senior Lecturer, Department of Chemical Engineering, University of the Witwatersrand; Assistant Professor, Princeton University, USA; Unilever Professor of Chemical Engineering, School of Process and Materials Engineering, University of the Witwatersrand; Professor of Process Synthesis (20% appointment), University of Twente, The Netherlands; Professor and Director of COMPS School of Chemical and Metallurgical Engineering, University of the Witwatersrand; SARChI Professor of Sustainable Process Engineering, University of the Witwatersrand; Director MaPS, A Research Unit at Unisa.
Mr G Khosa	BA (Education); BA Hons (Geography); Postgraduate Diploma in Public and Development Management; Master's in Management.	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher.
Prof C Landsberg	BA (Hons) (RAU); MA (International Studies) (Rhodes); DPhil (International Relations) (Oxford); Hamburg Fellow (Stanford University).	Senior Lecturer; Professor; HOD; SARChI Chair; Visiting Lecturer; Editor; Member of a number of Boards.
Dr DSS Lushaba	BSc (Hons) (UZ); MBA (Wales); DBA (UKZN); Postgraduate Diploma in Company Direction (GMIT and IOD).	Divisional Executive (NSB); Assistant Regional Manager (Spoornet); Commercial Manager (Spoornet); Executive Manager (Spoornet); General Manager (Spoornet); Chief Executive (Rand Water); Vice-President (Lonmin); Managing Director (Talent Growth Partners); Facilitator (Institute of Directors); Director of a number of companies.
Dr J Manyaka	BA (Ed) (Vista University); BA (Hons) (Unisa); MA (Vista University); PhD (Vista University).	Language expertise; Facilities Management; Project Management.

Name	Qualifications	Experience and Skills
Ms K Maroga (Invitee) (Resigned 30 November 2015)	BCom (Financial Accounting) (UP); BCompt (Hons) (UKZN) CA (SA); GDE: Mining Engineering (University of the Witwatersrand).	Internal Audit and Risk Management; Financial Accounting and Reporting; Taxation (including Mining Tax); Corporate Governance; Companies Act; PFMA and Treasury Regulations; International Financial Reporting Standards (IFRS), GRAP and IAS. Chairperson of three Audit Committees, including one listed Entity. Chairperson of Board of Interactive Intelligence SA.
Ms BJ Memela- Khambula	BA (Social Science) (Swaziland); Master in Public Administration (Zimbabwe); Management Advanced Program (Wits Business School); Advanced Diploma in Banking (RAU); Executive Development Program (Graduate School of Management and Urban Policy) (USA); Senior Executive Program (Harvard Business School).	Business Development and growth in various institutions where she served as an executive; People management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee Member of Cadiz; Finance and Audit Committee member of International Partnerships for Microbicides, a NGO focusing on HIV/AIDS research for a prevention solution.
Dr P Mjwara	PhD	Executive Management and Leadership in government (Director-General); Former Secretary-General Academy of Sciences of South Africa; Former lecturer and researcher on Solid State Physics.
Mr DM Manganye (Until 31 December 2015)	National Diploma (Information Technology); Systems Analysis and Software Development; BTech Information Technology; various certificates.	15 companies i.e. Malawi Government, Department of Trade and Industry, Moret Ernst & Young, Electronic Data Systems, KZN Agriculture, KHULA Direct, etc. Skills: Executive management i.e. Strategy and Value Innovation, Planning and Management of Business Transformation Programmes, Compliance Management, Risk Management, Internal Control, etc.
Prof RD Marcus (Chairperson)	BSc (Eng); MSc (Eng); PhD (University of the Witwatersrand).	Dean of Engineering (University of the Witwatersrand); Honorary Professor (UP and UJ); Business Consultant; Chief Executive of several companies; Founder and Chairman of Da Vinci Institute for Technology Management; Chairperson UJ Council.
Prof A Mohammadali-Haji	BCom (Accounting); BCom (Hons); MCom (Accounting) all cum laude.	Technical financial accounting; Auditing experience.
Mrs K Mokhobo- Amegashie (Term ended 31 July 2015)	BSoc Sci.	Strategy and Change Management Consultant.

Name	Qualifications	Experience and Skills
Mr MJN Njeke	BCom; BCompt (Hons); CA (SA) HDip in Tax.	Previously partner of PricewaterhouseCoopers; Managing Director at Kagiso Trust Investments (1 June 1994 – 30 June 2010); Serves as Director of SASOL, MTN, Serengethi Properties (Pty) Ltd, Sameh Properties (Pty) Ltd and Chairman of SAQA and MMI Holdings; Executive Chairman of Silver Unicorn Trading 33 (Pty) Ltd.
Prof A Parekh	BA (Psychology and Philosophy) (UKZN); MA (Clinical Psychology) (UKZN); MA (Developmental Psychology) (University of Kansas, USA); DPhil (Psychology) (UKZN).	Deputy Vice-Chancellor: Academic of UJ; Former Ministerial Advisor on Higher Education and Head of the Merger Unit, DHET; Chief Director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology.
Prof IL Rensburg (Vice-Chancellor and Principal)	B Pharmacy; MA (Political and Organisational Sociology); PhD (International Comparative Education).	Vice-Chancellor and Principal of UJ; Chief Executive: Strategic Corporate Services SABC and President Southern Africa Broadcasters Association (2001-2006); Deputy Director-General DoE (1995-2001); Commissioner National Planning Commission; Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation; Chairperson of READ Education Trust.
Dr WP Rowland	BA; BA (Hons); MA (Unisa); PhD (UCT).	National Executive Director of SA National Council for the Blind; CEO Thabo Mbeki Development Trust until 2007 and currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at World Bank and World Health Organisation.
Mr KB Sibiya	Diploma in Journalism	Personnel Officer, Journalist, Editor, Editor-in-Chief, Unionist in the media industry; Director of companies, Chairman of M-Net and Supersport International (Pty) Ltd; Chairman of Supersport United Football Club; Lead Director of Multichoice; Chairman of Litha Healthcare Ltd; Travelled extensively and guests of many governments, i.e. Germany, UK, USA, Japan, Australia, Denmark, France, Norway, Sweden and China.
Mr MS Teke	BA (Ed); B Ed; BA (Hons); MBA	HR background; General Management; Leadership; Business Management.

Name	Qualifications	Experience and Skills
Mr K Thomas	BCom (Accounting) (University of the Witwatersrand); B Accountancy (University of the Witwatersrand); MCom (Financial Management) (University of Johannesburg); CA(SA) (SAICA).	Lecturing in the area of Financial Management and/or Financial Strategy.
Mr JA van Schoor	BCom (Accounting); BCom (Hons) (Accounting); CA(SA).	Finance; Tax; Innovation
Mr M White	BCom (Accounting); C.I.S.A.	15 years' experience in professional services environment, focusing on matters relating to IT, the strategic application of IT to business, internal controls, IT governance as well as ERP systems.

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

### ***Register declaration of interests and positions of trust***

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

## ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES

- Council had four ordinary quarterly meetings. The Council functions within sections 10 to 22 of the UJ Statute. Council held four meetings: 26 March 2015; 11 June 2015; 17 September 2015 and 19 November 2015. The Council annual review session (review presentations by members of the Management Executive Committee) took place on 19 November 2015.
- To enable decision making in between scheduled meetings, two round-robin processes were initiated, with reports on the decisions being circulated on the following dates: 20 August 2015 and 28 September 2015.

The overall attendance of Council meetings was excellent, reflecting an attendance rate of 82% (absenteeism of 21 cases during the reporting year). Despite this excellent attendance rate, the quorum requirements for Council as reflected in the Institutional Statute (that at least 60% of those present must be external members of Council), has become a challenge.

The attendance of the Executive Committee of Council was also very good (78%). The attendance of other Council committee meetings was excellent.

## GOVERNANCE PERFORMANCE COUNCIL AND COUNCIL COMMITTEES

The following Council committees were operational:

- Audit and Risk Committee of Council (ARCC)
- Council Membership Committee (CMC)
- Executive Committee of Council (also serving as Remuneration Committee of Council)
- Ellen Kuzwayo Council Awards Committee
- Honorary Degrees Committee

- Financial Sustainability Committee of Council (FSCC) (name changed from Financial Committee of Council, effective 1 October 2015)
- Human Resources and Social Ethics Committee of Council (HRSEC) (name changed from Human Resources Committee of Council, effective 1 October 2015)
- Naming Committee of Council (this became a Council Committee in October 2015)
- Projects and Resourcing Committee of Council (PRCC) (name changed from Planning and Resources Committee of Council, effective 1 October 2015)

The Ellen Kuzwayo Council Awards Committee and the Honorary Degrees Committee are joint Council and Senate Committees. The Naming Committee (focusing on the naming of new buildings and spaces/areas and re-naming of current buildings/spaces) was a joint Council and MEC Committee until 30 September 2015, thereafter it became a Council committee. In addition to the above, the Investment Committee and the UJ Trust are operational.

The meetings of all structures and committees are reflected in the University Year Programme.

### ***Performance Review: Council and Council committees***

During 2015, the Council and Council committees were in the process of evolving, with Committee Annual Performance Plans and revised schedules of business being developed. As a result of this, the Council agreed not to proceed with an annual performance review of Council and Council committees.

## **MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, APPROVED AND NOTED BY COUNCIL**

- Council Governance:
  - Approving the recommendation of the Council ExCo that, in order to allow sufficient time for the design and development of the new Council and Council Committees performance review instruments, the next Council and Council Committees performance reviews should be conducted in March 2016 instead of November 2015.
  - Approving the proposed reorganisation of the roles of Council Committees. The Council Membership Committee should be retained until 30 June 2016 to conclude its functions relating to the evolution of the Council and Council committees; Based on the fact that, ideally, a separate Council committee should consider/review the Council and Council committees' membership, the Council Membership Committee should become an ad hoc Committee of Council, once it had completed its work by June 2016 (i.e. with effect from 1 July 2016). In light of the Council Membership Committee continuing as an ad hoc Committee of Council after June 2016, Council ExCo should not absorb the functions of the Council Membership Committee, as had been planned originally.
  - Supporting, in principle, that negotiations commence on the proposal that Council should consist of 20 members, comprising:
    - 12 external members: four Ministerial appointees, two Convocation representatives and six external experts who collectively represent a broad spectrum of expertise;
    - eight internal members: two MEC members, two members elected by Senate, two SRC members, one professional/support staff member and one academic staff member who is not a member of Senate.
  - Approving the following recommendations of the Council Membership Committee:
    - Ms Dlamini to be appointed as external Council member on the FCC, effective from 1 August 2015;
    - Advocate van Staden to be reappointed on the Audit and Risk Committee of Council for a further three-year term of office, effective from 1 July 2015;
    - The Naming Committee should become an ad hoc Committee of Council;
    - Since there were three Convocation representatives on Council, no special dispensation should be made for the granting of observer status on Council to the President of the Convocation.
    - Approving the PRC's recommendation, supported by Council ExCo, that, as from January 2015, the UJ should measure the total kWh drawn from the national grid and set the target at a 10% saving, using 2011 as the baseline.

- Approving the following revised Council and Council Committee charters:
  - Charter for the Council
  - Charter for the Executive Committee of Council
  - Charter for the Human Resources, Social and Ethics Committee of Council
  - Charter for the Projects and Resourcing Committee of Council
  - Charter for the Audit and Risk Committee of Council
  - Charter for the Financial Sustainability Committee of Council
  - Charter for the Naming Committee of Council
  - Charter for the Honorary Degrees Committee
  - Charter for the Ellen Kuzwayo Council Award Committee
  - Charter for the Alumni Dignitas Awards Committee
- Approving the revised Strategic Plan, 2016 to 2025.
- Approving the 2016 UJ Annual Performance Plan.
- Approving the 2016 DHET Annual Performance Plan.
- Approving the 2015 Mid-Year Report on the DHET Annual Performance Plan and the 2015 Mid-Year Financial Progress Report to DHET, for submission to DHET.
- Ratifying the Charter for the UJ's Ombud's Office.
- Approving the recommendation that a UJ Commercialisation Board be established and that the Council Chairperson, the Vice-Chairperson, the FCC Chairperson and the VC be mandated to proceed with its establishment.
- Approving the new model for the UJ's Academic Calendar, as recommended by the UJ Senate, for implementation in 2016.
- Approving the 2016 budget, with the addition of an estimated amount for the additional expenses related to the insourcing of service providers.
- Noting the draft Financial Model, 2016 to 2025. In view of the uncertainties that the Higher Education sector was facing, the draft Financial Model was noted but not considered for approval, and that the model (e.g. scenarios) be adjusted once more information was available, for submission to Council.
- Approving the 2016 Enrolment Plan.
- Approving the following new ELG appointments:
  - Prof A Broadbent, Executive Dean of the Faculty of Humanities for a five-year term of office;
  - Dr CB Nonkwelo, Executive Director: Research and Innovation for a five-year term of office;
  - Prof LG Mpedi, Executive Dean: Faculty of Law for a five-year term of office. He will be Executive Dean Designate: Faculty of Law from 1 September 2015 to 31 December 2015.
- Noting that Prof O'Brien has accepted the position of General Counsel, effective 1 January 2016.
- Reallocating the duties for executive positions: The vacant DVC: Internationalisation, Advancement and Student Affairs position would not be filled and the portfolio was reassigned as follows:
  - The Internationalisation portfolio was reassigned to the DVC: Research, Postgraduate Studies, Library and Information Centre;
  - The Student Affairs portfolio was reassigned to the Senior Executive Director in the Vice-Chancellor's Office;
  - The Advancement Division was reassigned to the DVC: Strategic Services.
- Approving the 2014 Audited Annual Financial Statements.
- Approving the Institutional Risk Register.
- Approving the Risk Management Implementation Plan for 2016.
- Approving the appointment of SizweNtsalubaGobodo for the UJ's statutory audits for 2016, excluding the UJ audit and agreed-upon Higher Education Management Information Systems (HEMIS) procedures.
- Approving the reappointment of PricewaterhouseCoopers as external auditors for statutory reporting to the Department of Higher Education and Training for 2016.
- Approving the reappointment of KPMG as internal auditors for a further three-year term, from 01 January 2016 to 31 December 2018.



- Approving the recommendation of the Human Resources and Social Ethics Committee of Council to increase the non-accumulative leave of staff members on Peromnes levels 13, 14 and 15 with three days.
- Approving the UJ's Employment Equity Report to the Department of Labour, as recommended by the Human Resources, Social and Ethics Committee of Council.
- Approving the following policies:
  - The revised Policy on Harassment;
  - The Policy on Privacy and the Protection of Personal Information;
  - The Policy on Whistleblowing and Eradication of Improper Activities;
  - The revised Policy on Academic Career Paths, Academic Categories, Appointment and Promotion Criteria;
  - The revised Professorial Categories.
- Approving the recommendation of the Honorary Degrees Committee, supported by the Senate, to confer Honorary Degrees on the following individuals:
  - Prof John S Saul in the Faculty of Humanities;
  - Prof Thomas Piketty in the Faculty of Economic and Financial Sciences.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
  - Ms Gertrude Shope
  - Dr Brigalia Bam
  - Mr Ahmed Mohamed Kathrada.
- Approving the recommendation that the Alumni Dignitas Award be awarded to the following individuals:
  - Ms Simphiwe Dana (Artist/Musician)
  - Mr Alex M Harris (Director: Explore).
- Concurring with the Executive Committee of Senate's decision to re-appoint Prof RD Marcus as Honorary Professor (Faculty of Engineering and the Built Environment).
- Approving the following recommendations of the Naming Committee of Council in respect of the naming and/or renaming of the following buildings, spaces, etc.:

**Table 4: Recommended names for buildings**

Campus	Venue/Space	Recommended Name
DFC	Kodak Building	Kubona – The name means 'to see' in isiZulu.
DFC	Skybridge	Muratho – A Tshivenda name for 'bridge'.
APK	Resolution Circle Nano Building/ Postgraduate School	Akanya – A Setswana name meaning 'to think'.
SWC	Proposed Higher Education Centre within the Faculty of Education	The Ali Mazrui Centre for Higher Education Studies – named after the late Prof Ali Mazrui, Kenyan-born Pan-Africanist and innovative thinker.
APK	Three new Interpreting Training Venues: B Ring 5	a) Indaba – a trans-lingual word meaning 'to discuss/ consult/ exchange ideas'. b) Bolela – Northern Sotho/ Sesotho sa Leboa for 'to speak'. c) Lalela - isiZulu for 'to listen'.

- Approving the recommendations of the Naming Committee of Council on the renaming of spaces situated at the five UJ libraries.
- Approving the following recommendations of the Naming Committee of Council on the renaming of the UJ's residences (see Table 5 on page 66).
- Approving the proposal by the Chairperson and Vice-Chancellor for intervention by the Chairperson, on behalf of the University Chairpersons of Council Forum and Universities SA, in respect of the redesign of the Higher Education sector.
- Approving the UJ Annual Report for 2014 for submission to the Department of Higher Education and Training.

**Table 5: Recommended names for residences**

<b>Campus</b>	<b>Current residence name</b>	<b>Recommended name</b>
DFC	Abeillies Day House	Abeillies – retention of name.
DFC	Aurum (Latin word for 'gold')	Gauta – A Setswana name for 'gold'.
DFC	Dale Lace	Lesedi – A Sesotho word meaning 'light'.
DFC	Habitat	Habitat – retention of name.
DFC	Jeunesse	Phumlani – rest.
DFC	Robin Crest	Robin Crest – retention of name.
DFC	Sivebeek	Kopano House – signifying unity.
DFC	Sun Valley	Akanani – A Xitsonga word meaning 'building each other'.
SWC	New Residence	Ulwazi – knowledge.
SWC	Pishon of Soviet	Pishon of Soweto
APB	Ikhayaletu	Ikhayaletu – retention of name.
APB	Goudstad	Goudstad – retention of name.
APB	Majuba	Kilimanjaro
APB	Horizon	Horizon – retention of name.
APB	Broadcast Court	Mayine – an isiZulu word meaning 'let it rain'.
APB	Panorama	Ndlovukazi – an isiZulu word meaning 'queen elephant'.
APK	Amperdaar	Magnolia – symbolises divine beauty, perseverance, long life and strength.
APK	Alomdraai	Akani – A Xitsonga name meaning 'let us build together'.
APK	Kruinsig	Moshate Heights – the gathering place of queens.
APK	Lebone	Lebone – retention of name.
APK	Skoonveld	Karibu-Jamii – a word from the Swahili language meaning 'welcome family'.
APK	Afslaan	Afslaan – retention of name.
APK	Bastion	Maqhawe – a Ndebele/isiZulu/ isiXhosa name for 'heroes'.
APK	Dromedaris	Cornerstone.
APK	Oppierif	Oppierif – retention of name.
APK	Annirand	Azania.
APK	Student Town	Thomas Sankara.
APK	Kanniedood	Jabali – a Swahili word meaning 'strong as a rock'.
APK	Gloucester	Gloucester House – retention of name with addition of 'house'.
APK	Vorendag	Falcons.
APK	Benjemijn	Impumelelo – an isiZulu/isiXhosa word meaning 'success'.
APK	Rolane Court	Faranani – a Tshivenda word meaning 'working together'.
APK	Melrose Place	Takalani – a Tshivenda word meaning 'happiness'.

- SRC Constitution and Electoral Policy:
  - Approving the following recommendations proposed by the Vice-Chancellor (in light of the submissions of the Student Parliament and the consistent rejection of the amended SRC Constitution and Electoral Policy by the SRC and other student leaders):
    - The elections for the 2016 SRC should be conducted with the implementation of the change of 60% to 80% pass rate, namely: *In order to be a member of the Central SRC or a Campus SRC, a student should have passed at least 80% of all his/her registered modules in the previous academic year;*
    - The implementation of the following proposed amendments to the SRC Constitution and Electoral Policy should be held in abeyance until 2016: 20% of positions on the Central SRC and Campus SRCs should be reserved for contestation by independent candidates while 80% of the positions should be reserved for contestation by student organisations and proportional representation;
    - Conversation should continue on the abovementioned two amendments being held in abeyance until 2016.
  - Based on the fact that the 2015 SRC elections (for the 2016 SRC) were disrupted by student protests and a Student Advisory Council would therefore be appointed for 2016, the MEC and SRC leadership were mandated to continue discussions on the SRC Constitution, SRC Electoral Policy, SRC elections and the appointment of a Student Advisory Council, in order to find a pragmatic way forward.
- Approving the following recommendations of the Senate in respect of the Faculties' admission requirements;
  - that only required subjects be displayed as part of the minimum entrance requirements in the application process layout presentation (remaining subjects were still to be added to the total of the minimum APS of the qualification);
  - that Life Orientation be done away with as a minimum entrance requirement;
  - the amendments to the Faculties' Admission Requirements.

### **Matters of significance noted by the Council:**

- Noting the Vice-Chancellor's quarterly overview reports and additional information, including the following:
  - Council meeting of 17 September 2015: The annual tuition fee adjustment, the rise in student protest across the country was precipitated by a range of reasons, e.g. transformation issues, off-campus security issues, availability of state aid for students (the NSFAS issue). Significant measures were being put in place to improve security arrangements at the UJ.
  - Council meeting of 19 November 2015:
    - The Vice-Chancellor highlighted the following regarding the current state of affairs in Higher Education and at the UJ:
    - He drew attention to the comprehensive statement of commitments of the University of Johannesburg on the insourcing of workers, the registration fee and minimum initial payment of tuition fees, the unblocking of access to academic results statements, the suspended students, the 0% fee increase, the demand for free university education, and the call for curriculum changes that reflect knowledge in the post-colony, circulated on 16 November 2015 to all Council members;
    - An agreement had been signed the previous day with the representatives of the students and workers. All issues contained in the agreement were incorporated in the abovementioned UJ statement of commitments. The implications of those commitments would be elaborated upon during the discussion of the budget 2016.
    - The Council noted the following statement of the Senate of 11 November 2016 regarding the current state of affairs in Higher Education and at the UJ:  
*On 11 November 2015, the UJ Senate convened for a regular meeting as scheduled in its calendar. In light of the current climate in higher education and within the University of Johannesburg in particular, the normal agenda of Senate was set aside temporarily so that Senators could deliberate and reflect on these urgent matters. Senate noted and encouraged the Executive Management's "open door" policy to all recognised stakeholders within the institution, working through their duly elected representatives. Senate further emphasised the need for the academic project to continue without any disruptions. To that*

*end it was noted that more than 99% of the University's students were writing the examinations. Senate also emphasised that it was the duty of the University to respect and protect the rights of those who were organising and participating in protests. The University also had an equal obligation to protect those who chose not to participate in protests.*

*The ongoing matters of universities' funding and access; transformation, knowledge, the curriculum and decolonisation; outsourcing of services; and, governance and leadership of our universities so definitively articulated in the student and worker led discourse deserves the serious attention of all concerned South Africans. For its part, the University will build on its achievements, and will moreover refine the discussions that have taken place in Senate and in the University's consultative forums with a view to enhancing and deepening the quality of interaction and engagement around issues of concern.*

*The separate meetings with representatives of recognised stakeholders will complement the work done in the forums and optimise chances of bringing out of these consultations better yields.*

*The University is determined to use its experiences to make a unique contribution to debate the issue of adopting a workable and sustainable national model for higher education for South Africa.*

*The Senate meeting was characterised by a climate of open, frank, robust and constructive debate and dialogue. We hope that this spirit will underpin efforts of engagement at the UJ and in the country going forward, aimed at finding sustainable solutions to these pivotal national challenges.*

- Noting the following relating to the insourcing of outsourced workers during the discussion of the 2016 budget:
  - The University had committed to a deadline for the completion of the insourcing process of 30 June 2017, although the aim was to have this process completed by 31 December 2016.
  - The expected additional expenses to the UJ in 2016, which would result in the budgeted deficit increasing.
  - Unknown costs related to the insourcing of outsourced workers:
    - Any costs associated with the insourcing of the cleaning, security and garden services, including the development of management capacity in these services and the required equipment for these services, the details of which would be clear once the insourcing plan had been completed;
    - Any penalty amounts payable to the current service providers for exiting the contracts.
- Noting the following extract of the DVC: Finance on his presentation of the draft Financial Model, 2016 to 2025:
  - *The Presidential announcement on 23 October 2015 of a 0% fee increase for 2016 and the #FeesMustFall campaign changed the future financial landscape of Higher Education.*
  - *The total amount of the Higher Education sector's tuition and residence fee increase for 2016 was R2.3 billion. Of this amount, DHET would provide the sector with R1.9 billion (this had already been budgeted for). The sector had to fund R400 million.*
  - *For 2017 and beyond, the President had appointed a Fees Task Team to seek solutions for Higher Education funding. The Task Team's report would be due on 30 June 2016.*
  - *It was expected that no fee increases in the Higher Education sector might be possible in 2017; there would be a demand for free education, debt cancellation and no minimum initial payment or registration fees.*
  - *Simultaneous to the work being carried out by the abovementioned Fees Task Team, a NSFAS Task Team with a mandate to seek solutions for the continued funding shortfall and the sourcing of additional funding to fund all qualifying financially needy students, was at work. The NSFAS Task Team's report was due on 30 November 2015 and its findings could possibly feed into the Fees Task Team's work.*
  - *The Ministerial Task Team on a Revised Funding Formula: The work of the Technical and Reference Work Groups on the revised funding formula for universities had also not yet been completed. The due date for completion had been 30 September 2015.*
  - *The findings of the abovementioned three important task teams currently working in the Higher Education sector would influence the income of the sector. Much uncertainty therefore existed in terms of financial planning for the future.*
  - *The 0% fee increase for 2016 had a serious impact on the UJ's budget.*

- *The total value of the UJ's proposed 2016 tuition and residence fees increase was R200 million. The state had indicated that it would contribute R140 million to the shortfall. The UJ would carry R60 million of the shortfall and the UJ budget for 2016 had been reduced to account for that.*
- *The UJ had decided not to change any of its current policies regarding the first minimum payment and the requirement that all outstanding fees had to be paid before students would be allowed to register for 2016.*
- *The UJ acknowledged that a number of students could not afford the first minimum payment. However, the SRC had a fund of R10 million to assist approximately 3 000 students. For 2016, a commitment had been made to assist an additional 2 000 students. The UJ would allow NSFAS-approved students to register without paying the first minimum payment. The UJ would also allow students to make arrangements for the settling of their outstanding debt which would enable them to register in 2016.*
- *The Student Finance Department had noted a decrease in student debt payments compared to 2014, which might be due to the current economic circumstances or the #FeesMustFall campaign.*
- Noting the letter from the Minister of Higher Education and Training, confirming the transfer of the East Rand Campus to Unisa and UJ's release from any responsibilities relating to the East Rand Campus.
- Noting the progress report on evolving the structure, functions and appraisal of Council and its committees.
- Noting the Salary Negotiation Progress Report.
- Noting the Council appraisal report conducted by the Institute of Directors in Southern Africa.
- Noting the outcome of the 2014 Council performance review and the 2014 report on the Council and Council committees performance reviews (conducted internally).
- Noting the Draft Declaration and Action Plan of the first African Higher Education Summit on Revitalising Higher Education for Africa's Future.
- Noting that the MEC dissolved the MEC Transformation Committee and incorporated its functions into those of the Institutional Forum.
- Noting the quarterly Management Accounts.
- Noting the quarterly Council Membership Status reports.
- Noting reports from the Council committees.
- Noting reports from the Senate.
- Noting reports from the Institutional Forum.
- Noting security reports.
- Noting the quarterly HIV and AIDS reports.
- Noting the quarterly UJ Occupational Health Cumulative Report.
- Noting the progress reports of the UJ's Ombud's Office.
- Noting the UJ SRC President's quarterly reports.
- Noting the Declaration of General Interest of Council members.
- Noting the Register of Qualifications and Skills/Experience of Council members.
- Noting the 2015 year-to-date attendance of Council and Council committees.
- Noting the report on the Council Annual Review and Planning Session for 2014.
- Noting the overview of the registration process.
- Noting the 2015 Enrolment Management Overview.
- Noting the Registration Statistics.
- Noting the 2013 Research Outputs Report.
- Noting the DHET Report on the evaluation of the 2013 universities' research outputs.
- Noting the Report on Undergraduate Outputs for Academic Year 2014.
- Noting the Module Completion Success Rate Report.
- Noting the Progress Report on the Implementation of Global Excellence and Stature.
- Noting the report on the status of NSFAS funding.
- Noting quarterly progress against the UJ Annual Performance Plan for 2015.
- Noting the mid-year financial report to DHET.

## **COUNCIL ANNUAL REVIEW SESSION**

The Council annual review session on 19 November 2015 focused on:

- An overview of the current developments at the UJ and in the higher education landscape (with a question and answer session at the conclusion of the presentation).
- Review of the institutional performance in 2015, as at 31 October 2015; with reference to the UJ Strategic Plan 2025, by focusing on the six strategic objectives.
- A panel discussion was held on the new phase of transformation at the UJ:
  - The purpose of the panel discussion was to obtain critical insights in the transformation of UJ in the last decade ("what have we done and how well?") and to identify important themes for future action ("what must be done?").
  - The discussions were informed by the national and institutional context, with particular reference to issues pertaining to:
    - diversity (staff and students);
    - institutional culture and traditions;
    - governance, management and leadership;
    - student environment;
    - post-colony and knowledge epistemologies.
  - An open discussion session followed.

A handwritten signature in black ink, appearing to read 'Roy Marcus', with a stylized, flowing script.

**Roy Marcus (Prof)**

Chairperson of Council



# SENATE AND SENATE COMMITTEES' GOVERNANCE REPORT

## OVERVIEW

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

## SENATE AND SENATE COMMITTEES

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

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

## DECLARATION OF INTERESTS

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

## ATTENDANCE OF MEMBERS OF SENATE AND SENATE COMMITTEES

- Four meetings were held: 19 March 2015; 4 June 2015; 9 September 2015 and 11 November 2015.

The Senate had 233 members in 2015. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was very good in most cases, varying between 62% and 93%, with the exception of the Senate Academic Freedom Committee, which had an attendance of 56%.

## PERFORMANCE REVIEW SENATE AND SENATE COMMITTEES

New performance review instruments were introduced for the 2015 performance review of the Senate and its committees, which used a 5-point rating scale as opposed to a 10-point rating system used in the previous years.

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

- Organisation of the committee
- Execution of functions

- Role of members and Chairperson
- Administration

The performance review results are as follows:

- Senate: Organisation of the committee: 4, Execution of functions: 4.3, Role of members and Chairperson: 4.1 and Administration: 4.9;
- Senex: Organisation of the committee: 4.8, Execution of functions: 4.8, Role of members and Chairperson: 5 and Administration: 5.
- Senate Higher Degrees Committee: Organisation of the committee: 4.4, Execution of functions: 5, Role of members and Chairperson: 4.5 and Administration: 5.
- Senate Teaching and Learning Committee: Organisation of the committee: 4.4, Execution of functions: 4, Role of members and Chairperson: 4 and Administration: 4.9. General comment: The duplication of issues among the committees should be addressed.
- University Research Committee: Organisation of the committee: 3.8, Execution of functions: 3.8, Role of members and Chairperson: 3.9 and Administration: 4.7.

## **MATTERS OF SIGNIFICANCE CONSIDERED, APPROVED AND NOTED BY SENATE**

- **The Vice-Chancellor's quarterly reports focusing on inter alia the following:**
  - Enrolment Management, admissions, registrations, success rates and NSFAS;
  - UJ's progress on improving the on- and off-campus security programme;
  - The implementation of the Global Excellence and Stature Programme;
  - Executive Management staff-related matters;
  - Provisional financial review of the financial year 2014;
  - UJ co-hosted the first Pan-African Times Higher Education University Summit;
  - Progress on the implementation of the Accelerated Academic Mentorship Programme;
  - Important accolades, such as:
    - the Quacquarelli Symonds World University Rankings of universities in the BRICS countries ranked the UJ 5th nationally;
    - the University *Ranking* by Academic Performance rankings placed the UJ 8th among the top ten universities in Africa;
    - Resolution Circle won the Technology Top 100 award titled "The Resolution Circle Award for Excellence in Business and Technology Strategy";
    - the UJ received seven posts for the New Generation of Academic Programmes in the following disciplines: Mathematics, Early Childhood Education, Strategic Communication, Mining, Geology, Accounting and Philosophy;
    - the UJ's Accountancy Programmes has been fully accredited and rated by the review panel of SAICA as the best accountancy programmes in South Africa.
  - Areas of relative overachievement, such as excellence in Research and Innovation, excellence in Teaching and Learning and International Profile for GES;
  - Areas of relative underachievement, such as the percentage Library upgrade; the postgraduate student survey; permanent and fixed-term academic staff by rank (that measures the seniority profile of academic staff);
  - Progress on the revision of the UJ's Strategic Plan 2025;
  - An investigation into the establishment of the Johannesburg Business School;
  - Progress on the UJ Graduate Entry Medical Programme;
  - Reflection on 2014's highlights and the progress made towards the achieving of targets;
  - The new UJ Soweto Campus Residence;
  - New Online Learning initiatives;
  - The relaunch of UJ's Funda UJabule Primary School;

- Progress made with the naming programme of the UJ;
- The UJ's launch with the Johannesburg Metro of the Digital Ambassador's programme;
- The UJ's launch of the Skills Harvest Initiative;
- The inauguration of the Gloria Sekwena Gate;
- The opening of the new, modern Engineering and Health Sciences facilities at the expanded Doornfontein Campus;
- The phasing in of the use of tablets/devices in Teaching and Learning;
- The staff establishment figures;
- Biennial Staff Culture Audit;
- Building and Diversifying of the academic core;
- Enrolment planning and monitoring;
- The consolidation of research excellence;
- International faculty reviews;
- Launch of Semi-Commercial Photo-Voltaic Plant;
- Staff and Student Community Engagement and Voluntary Service;
- Expanding Internationalisation;
- A review of key system level policy issues;
- The managing institutional risks and financial sustainability;
- Sustainability and Corporate Citizenship;
- The UJ Trust;
- The unqualified 2014 Audited Annual Financial Results;
- Institutional communication and leadership;
- Late applications for admissions;
- Innovation-commercialisation capacity and ecosystem;
- Council review and planning;
- Executive Leadership Development for the Strategic Plan 2025;
- Branding and marketing, generating new external funds;
- Vice-Chancellor's contract extension;
- Providing national and global thought leadership while promoting the University internationally;
- Vice-Chancellor's personal contributions to academic scholarship and various causes;
- **Supporting, subject to Council's approval, the following:**
  - The Academic Calendar 2016;
  - The revised Charter of the Honorary Degrees Committee;
  - The UJ's 2016 Enrolment Plan;
  - Amendments to the faculties' admission requirements;
  - The establishment of the position of Professor of Practice;
  - The proposal to consolidate the Excellence and Distinguished Professor categories;
  - Amendments to the Professorial Categories;
  - The conferral of an honorary doctoral degree to the following candidates:
    - Prof JS Saul in the Faculty of Humanities;
    - Prof T Piketty in the Faculty of Economic and Financial Sciences.
- **Approving the following:**
  - The letter to academic staff on the Staff Doctoral Qualification Improvement Programme and a letter on Improving Postgraduate Research and Supervision;
  - The change of the name of the *Department of Criminal Law and Procedure* to the *Department of Procedural Law*;
  - The offering of the Diploma Logistics Management as an online whole programme in the Faculty of Management;
  - The Charter of the UJ Postgraduate School;
  - Compulsory class attendance;

- The Charter of the Teaching Portfolio Assessment Committee;
- The revised Charter of the Timetable Committee;
- The revised performance review instrument of the Senate and Senate Committees;
- The application to upgrade a student's master's degree to a doctoral registration;
- The Guidelines on Theses or Dissertations in Article or Essay Format;
- The phasing out of Somatology Programmes;
- Amendments to the Policy on Learning Support Materials;
- Applications for the Recognition of Prior Learning;
- Amendments to the Academic Career Path, Academic Categories, Appointment and Promotion Criteria Policy;
- Amendments to the Academic Regulations 2016;
- The revised Policy on the Regulation of Secondary Income Generating Activities Supplementing Employees' Income;
- The application to offer a Joint PhD with the University of Groningen;
- The establishment of a Postgraduate School of Architecture in the Faculty of Art, Design and Architecture;
- The discontinuation of Afrikaans as a language of instruction in the Faculty of Economic and Financial Sciences for the following undergraduate programmes:
  - BCom (Accounting)
  - BCom (Economics and Econometrics)
  - BCom (Finance)
- The Quality Enhancement Programme Report 2015;
- Recognition of Prior Learning (RPL) Guidelines for Staff;
- Funding of creative work as research;
- **Approving the following formal subsidised academic programmes (to be submitted for external approval):**
  - To be offered by the Faculty of Arts, Design and Architecture:
    - PhD in Art and Design, to be offered at APB
    - Bachelor of Architecture Honours, to be offered at APB
    - Master of Art in Industrial Design, to be offered at APB
  - To be offered by the Faculty of Education:
    - Online Master of Education in Information and Communication Technology in Education, to be offered at APK
    - Online Master of Education in Educational Management, to be offered at APK
  - To be offered by the Faculty of Economic and Financial Sciences:
    - Master of Commerce in Competition and Economic Regulation, to be offered at APK
  - To be offered by the Faculty of Engineering and the Built Environment:
    - Master of Sustainable Urban Planning and Development, to be offered at DFC
    - Master of Mineral Resource Governance, to be offered at DFC
    - PhD in Quantity Surveying, to be offered at DFC
    - PhD in Construction Management, to be offered at DFC
    - Master of Foundry Engineering, to be offered at DFC
    - Extended Programme: Bachelor of Construction, to be offered at DFC
    - Extended Programme: BEng Tech in Physical Metallurgy, to be offered at DFC
    - Extended Programme: BEng Tech in Extraction Metallurgy, to be offered at DFC
    - Extended Programme: BEng Tech in Electrical Engineering, to be offered at DFC
    - Extended Programme: BEng Tech in Civil Engineering, to be offered at DFC
    - Extended Programme: BEng Tech in Mechanical Engineering, to be offered at DFC
    - Extended Programme: BEng Tech in Industrial Engineering, to be offered at DFC
    - Master of Sustainable Energy, to be offered at APK

- To be offered by the Faculty of Health Sciences:
  - Higher Certificate in Sport Administration, to be offered at DFC
  - Higher Certificate in Sport Coaching and Exercise Sciences, to be offered at DFC
  - Bachelor of Health Sciences in Podiatry, to be offered at DFC
  - Bachelor of Health Sciences in Chiropractic, to be offered at DFC
  - Master of Health Sciences in Chiropractic, to be offered at DFC;
  - Bachelor of Health Sciences in Complementary Medicine, to be offered at DFC
  - Master of Health Sciences in Complementary Medicine, to be offered at DFC
  - Bachelor of Nursing Science and Midwifery, to be offered at DFC
  - Online Master of Public Health, to be offered at DFC
- To be offered by the Faculty of Humanities:
  - Advanced Diploma in Communication Management, to be offered at APK and APB
  - Master of Philosophy in Social Policy and Development, to be offered at APK
- To be offered by the Faculty of Law:
  - Master of Law in Intellectual Property Law, to be offered at APK
  - Postgraduate Diploma in Corporate Law, to be offered at APK
- To be offered by the Faculty of Management:
  - Advanced Diploma (Business Management), to be offered at APB
  - Advanced Diploma (Management), to be offered at APB
  - Master (Sustainability Management), to be offered at APK
  - Diploma in People Management, to be offered at SWC
  - Advanced Diploma in People Performance, to be offered at APB
  - Postgraduate Diploma in Public Policy and African Studies, to be offered at SWC
  - Online Master of Public Management and Governance, to be offered at APK
- **Approving, via the Senate's VC's Circular, the offering of the following Continuing Education Programmes (CPD):**
  - To be offered by the Faculty of Arts, Design and Architecture:
    - Introduction to Enterprising Fashion Design (non-credit bearing)
    - Introduction to Research Writing for Master's in Art and Design (credit bearing towards a UJ qualification and CPD programme in association with a professional body)
    - Introduction to Visual Art Therapy and Social Action (non-credit bearing)
  - To be offered by the Faculty of Education:
    - Assessment of Postgraduate Research (credit bearing towards a UJ qualification)
    - Research Ethics (credit bearing towards a UJ qualification)
    - Research Ethics in Postgraduate Supervision (credit bearing towards a UJ qualification)
    - Academic Literacies in Research Supervision (credit bearing towards a UJ qualification)
    - Supervision of Qualitative Research Design (credit bearing towards a UJ qualification)
    - Supervision of Quantitative Research Design (credit bearing towards a UJ qualification)
    - Learning Support (credit bearing towards a UJ qualification)
    - Scholastic Assessment (credit bearing towards a UJ qualification)
    - Professionalism in Mentoring (credit bearing towards a UJ qualification)
  - To be offered by the Faculty of Economic and Financial Sciences:
    - Programme in Central Banking (credit bearing but not towards a UJ qualification)
    - CIMA Operational Case Study Preparation Course (non-credit bearing)
    - CIMA Management Case Study Preparation Course (non-credit bearing)
    - Introduction to Industrial Clustering (CPD programme in association with a professional body)
    - Analysing Industrial Clustering for Economic Development (CPD programme in association with a professional body)
    - Establishing Cluster Initiatives (CPD programme in association with a professional body)

- To be offered by the Faculty of Engineering and the Built Environment:
  - Construction Project Management (non-credit bearing)
  - Energy Efficiency in Operations Management Processes (credit bearing towards a UJ qualification)
  - Enterprise Resource Planning (credit bearing towards a UJ qualification);
  - Lean Operations (credit bearing towards a UJ qualification)
  - Operations Management (credit bearing towards the UJ qualification)
  - Concrete Testing (non-credit bearing)
  - Deformation Monitoring (non-credit bearing and CPD programme in association with a professional body)
- To be offered by the Faculty of Health Sciences:
  - Neonatal Nursing Certificate (credit bearing towards a UJ qualification)
  - Global Positioning and Orientation (credit bearing towards a UJ qualification)
  - Diamond Tip MDA and Photizo Light Therapy (non-credit bearing)
  - Maintenance of Synthetic Turf Surfaces (non-credit bearing)
- To be offered by the Faculty of Law:
  - Change Corporate Law to Company Law: Fundamental Principles (non-credit bearing)
  - Change Sports Management to Sports Law (credit bearing but not towards a UJ qualification)
  - Competition Law Compliance (non-credit bearing)
  - Business Rescue (non-credit bearing)
  - Corporate Finance and Securities Law (non-credit bearing)
- To be offered by the Faculty of Management:
  - Strategic Retailing (credit bearing but not towards a UJ qualification)
  - Bridging Programme in Logistics Management (non-credit bearing)
  - To be offered by the Faculty of Science:
    - Alternative Semester Mathematics 1 for Diplomas (credit bearing towards a UJ qualification)
    - Alternative Semester Mathematics 2 for Diplomas (credit bearing towards a UJ Qualification)
    - Alternative Semester Mathematics 2E for Diplomas (credit bearing towards a UJ Qualification)
- Approving, via the Senate's VC's Circular, the applications for Senate Discretionary Admission for School of Tomorrow students.
- Approving, via the Senate's VC's Circular, the amendments to the Policy on Nominations and Elections.
- Approving, via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/rules/regulations.
- **Noting the following matters via the Senate's VC's Circular:**
  - The University Timetable Committee (UTC) Report on Timetables 2014-2015, via the Senate VC Circular;
  - The implications with regard to the amendment to the admission requirements for the ND Electrical Engineering Extended Programme, in the Faculty of Engineering and the Built Environment.
- **Noting the following matters:**
  - The relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
  - The outcomes of the 2014 performance review of the Senate;
  - The report on the 2014 performance of Senate and Senate committees performance reviews;
  - The Report on the Academic Success of Students Eligible for NSFAS Support;
  - The Protection of Research and Data;
  - The overview of the completed improvement plans (2015-2020) for the Faculty of Management;
  - The proposed changes to the Council composition (subject to Ministerial approval);
  - UJ Annual Performance Plan 2015;
  - The Graduation Report;
  - The Report on the Maintenance of Lecture Venues;
  - The report on the Uploading of Publications;

- Universities South Africa's reflections on Higher Education Transformation;
- The 2015 Durban Higher Education Transformation Summit Statement;
- The presentation on a Reflection on 2013 Research Output;
- The presentation on the Talent Management;
- The presentation on Cyber Security Threats and the Protection of Research and Data;
- The presentation on Teaching and Learning;
- The reports of the Senate Committees;
- Conducting an electronic Senate performance review for 2015.

A handwritten signature in black ink, consisting of a stylized, cursive script that is difficult to decipher but appears to be 'Ihron Rensburg'.

**Ihron Rensburg (Prof)**

Vice-Chancellor and Principal  
Chairperson Senate



# REPORT OF THE MANAGEMENT EXECUTIVE COMMITTEE (MEC)

## OVERVIEW

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

## COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE

- Vice-Chancellor and Principal (Chairperson)
- Deputy Vice-Chancellor: Academic
- Deputy Vice-Chancellor: Research, Postgraduate Studies, and Library and Information Centre
- Deputy Vice-Chancellor: Finance
- Deputy Vice-Chancellor: Strategic Services
- Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs
- Registrar
- Senior Executive Director in the Office of the Vice-Chancellor

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

## MEC COMMITTEES

The following MEC Committees were operational in 2015:

- Management Executive Committee Academic (MECA)
- Management Executive Committee Operations (MECO)
- MEC People with Disabilities Committee
- MEC Risk Management Committee
- MEC Enrolment Management Committee
- HIV/AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS).  
A quarterly HIV/AIDS report serves at all the statutory structures.

## ATTENDANCE OF MEMBERS OF THE MEC AND MEC COMMITTEES

A total of 10 ordinary and four special MEC meetings were held on the following dates in 2015: 20 January 2015, 24 February 2015, 17 March 2015, 21 April 2015, 19 May 2015, 9 June 2015, 21 July 2015, 18 August 2015, 26 and

27 August 2015 (special), 29 September 2015, 10 November 2015, 24 November 2015 (special), 1 December 2015 (special) and 7 December 2015 (special).

The MEC Strategic Breakaway took place from 7 to 10 October 2015.

Fourteen Vice-Chancellor's MEC Circulars were circulated in 2015, on the following dates, to approve and/or note matters in between scheduled meetings: 4 February 2015, 17 February 2015, 5 May 2015, 2 June 2015, 17 June 2015, 30 June 2015, 29 July 2015, 15 September 2015, 22 September 2015, 6 October 2015, 20 October 2015, 30 October 2015, 24 November 2015 and 2 December 2015.

The overall attendance of the MEC meetings was excellent, reflecting an attendance rate of 92%. The attendance of the MEC committees was satisfactory and all of the meetings were quorate.

## **PERFORMANCE REVIEW MEC AND MEC COMMITTEES**

New performance review instruments were introduced for the 2015 performance review of the MEC and its committees, which used a 5-point rating scale as opposed to a 10-point rating system used in the previous years.

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

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

The performance review results were as follows:

- MEC: Organisation of the committee: 5, Execution of functions: 5, Role of members and Chairperson: 4.7 and Administration: 4.9.
- MECA: Organisation of the committee: 4.2, Execution of functions: 4, Role of members and Chairperson: 4.4 and Administration: 4.9.
- MECO: Organisation of the committee: 4.4, Execution of functions: 4, Role of members and Chairperson: 4.5 and Administration: 5.
- MEC PWD: Organisation of the committee: 4.3, Execution of functions: 4.2, Role of members and Chairperson: 4.8 and Administration: 4.8.
- MEC RMC: Organisation of the committee: 4.3, Execution of functions: 4.3, Role of members and Chairperson: 4.5 and Administration: 4.6.
- MEC Enrolment Management Committee: this committee commences meetings in November and continues during the registration period in January and February, with the final meeting taking place in March. No performance review is conducted.

## **MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, NOTED AND APPROVED BY MEC**

- Reviewing the student and outsourced staff protests:  
*Discussed at the meeting of 10 November and the special meetings of November and December 2015.*
  - Discussing and noting the events taking place during the student and outsourced staff protests during later October and November 2015.
  - The Management of the service providers were advised that if they were able to provide written assurance that their staff would work (under supervision) and that they would not damage property or disrupt activities, they would be allowed on campus.
  - The exams had proceeded well, and special requests for supplementary exams will be dealt with on a case-by-case basis.
  - The UJ's approach to the protest thus far was as follows:
    - To follow the rule of the law and to ensure that the staff and students were able to proceed normally

- and that properties were safe and secured. To this end, additional security was brought in to assist in securing campuses;
  - To contain the protests off-campus;
  - To create the conditions for the exams to continue;
  - To engage with the various groupings to the best of its ability;
  - To ensure that Protection Services were engaged and alert to possible protest action;
  - To actively engage with the SAPS in order to manage the protests;
- Discussing the communication during the protest.
- Revising the agendas of the following meetings of November 2015:
  - The agenda for the Senate meeting of 11 November 2015 was amended to allow for a discussion on the state of higher education and the UJ in particular at the start of the meeting, after which the regular items would be dealt with, excluding the presentation on Internationalisation which would be deferred.
  - The agenda for the VC Consultation with the Senior Leadership Group (SLG) was amended to focus on the state of higher education and the UJ in particular.
  - The programme of the Council Workshop was amended to include an overview of the current developments at the UJ and the higher education landscape.
- Considering the following in respect of the Insourcing Task Team:
  - Supporting the insourcing timelines;
  - Supporting the assumptions relating to the insourcing project;
  - Approving the recommendation that the MEC assume the role of Steering Committee for the Insourcing Project, which would make decisions on matters based on the recommendations of the Insourcing Task Team;
  - Noting the Insourcing Project Plan.
- Approving the Risk Mitigation Strategy for the 2016 registrations.
- **Governance and related matters:**
  - Supporting and recommending to Council ExCo, for approval, the honoraria payable to external Council members for attending and participating in meetings during 2015.
  - Supporting and recommending to the Council, for consideration, the draft Charter for the UJ Ombud's Office.
  - Approving the 2016 Year Programme.
  - Approving the 2015 MEC Schedule of Business.
  - Approving amendments to the Charter for People with Disabilities.
  - Approving the revised Charter for the Committee: Venues and Facilities.
  - Approving the revised Charter for the HIV and AIDS Committee.
  - Supporting the revised Constitution for the Convocation.
  - Approving the revised Charter for the Executive Committee of the Convocation.
  - Approving the performance review instruments for the MEC and its committees, for implementation in 2015.
  - Discussing and noting the 2014 Council Workshop report and initiating appropriate actions, as and when required.
  - Discussing and noting the reports of the following statutory committees and initiating appropriate actions, as and when required: Council, Council ExCo, Naming Committee of Council, Senate, Senex, Senate Academic Freedom Committee, the Tender Committee, the MEC committees and the Institutional Forum.
  - Discussing and noting the outcomes of the 2014 committee reviews conducted by the Council (and its committees), the Senate (and its committees) and the MEC (and its committees).
  - Evolution of Council and its committees:
    - Supporting and recommending the proposed schedules of business of the Council committees to the relevant committees for consideration and recommendation to the Council, for approval.

- Supporting and recommending the revised Council and Council committee charters to the respective committees, for consideration and recommendation to Council, for approval.
- Supporting and recommending the Committee Annual Performance Plan of the Council committees to the relevant committees for consideration.
- Discussing and noting the UJ's 2014 Annual Report, for submission to the Council, for consideration.
- Approving the template for the Stakeholder Report.
- Approving the 2015 annual report template for faculties and for support divisions.
- Determining the programmes for the MEC and Executive Leadership Group (ELG) Strategic Breakaways and discussing and noting the reports thereof, and initiating the appropriate actions, as and when required.
- Discussing and noting the campus visit reports and initiating appropriate actions, as and when required.
- Discussing and noting the report on the VC Consultation with the Senior Leadership Group and initiating appropriate actions, as and when required;
- Discussing and updating the cumulative MEC action list.
- Individually conducting the MEC performance review for 2015.
- **Planning related matters:**
  - Approving the key priorities for each MEC portfolio for 2015.
  - Supporting and recommending to the Council, for approval, the revised Strategic Plan 2020/25.
  - Supporting and recommending to the Council, via the Council ExCo, for approval, the quarterly progress report with the implementation of the UJ Annual Performance Plan for 2015.
  - Supporting and recommending to the Council, via the Council ExCo, for approval, the 2016 UJ Annual Performance Plan (APP) and the 2016 DHET APP.
  - Supporting and recommending to the Council, for approval, the Mid-Year Report on the Annual Performance Plan, for submission to DHET.
  - Supporting and recommending to the Council, via the FSCC, for approval, the mid-year financial report, for submission to DHET.
  - Changing the meeting flow of the MEC meetings to make provision for quarterly review meetings, with the remaining to focus on strategic issues and issues requiring attention.
- **Policies and processes:**
  - Supporting and recommending to the Financial Sustainability Committee of Council (FSCC) and the Project and Resourcing Committee of Council (PRCC), for approval, the revised Procurement Policy.
  - Supporting and recommending to the Institutional Forum (IF), for consultation, and to the Human Resources Committee of Council (HRSEC), for approval, the revised Policy on Harassment.
  - Supporting and recommending to the IF, for consultation, and to the HRSEC, for approval, the Policy on Privacy and the Protection of Personal Information.
  - Supporting and recommending to the HRSEC, for consideration, the revised Performance Management Policy.
  - Supporting and recommending to the IF, for consultation, and to the HRSEC, for approval, the Policy on Whistleblowing and Eradication of Improper Activities.
  - Approving the revised Policy on Off-Campus Accommodation, for submission to the MECO and the PRCC, for noting.
  - Approving the revised Policy on People with Disabilities, for submission to the MECO and the PRCC, for noting.
  - Supporting and recommending to the Senate Higher Degrees Committee (SHDC), for support and recommendation to the Senate, for approval, the revised Higher Degrees Policy.
  - Supporting and recommending to the Senate Higher Degrees Committee (SHDC), for support and recommendation to the Senate, for approval, the revised Higher Degrees Administrative Structures and Administrative Regulations and Procedures.
  - Supporting and recommending to the Senate, via the Senex, for approval, the revised Policy on Learning Support Material.

- Approving the Insurance Policy.
- Approving the revised Policy on the Distribution of Learning Support Material.
- Approving the Policy on Training and Development.
- Approving the revised Policy on Retirement.
- Approving the revised Policy on ad hoc Venue Bookings.
- Approving the revised Tobacco Control Policy.
- Approving the revised Policy for Travel, Accommodation and Subsistence Policy.
- Approving the revised Policy on Overtime Compensation.
- Approving the revised Crisis Communication Plan.
- Supporting, in principle, the proposed UJ Values Statement, for further consultation with staff via a MS SharePoint site.
- **Academic, research, and academic administration-related matters:**
  - Supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the proposed evolution of the Postgraduate Centre (PGC) to the Postgraduate School (PGS).
  - Supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the request for the creation of a Professor of Practice category.
  - Supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the Quality Enhancement Project Plan for 2015.
  - Determining themes for the 2015 Senate meetings.
  - Approving the proposed Academic Accelerated Mentorship Programme.
  - Supporting, in principle, the recommended continuation of the Strategic Tutor fund for a further three years (2016 to 2018), on the understanding that the manner in which it would be funded to be determined.
  - Supporting the UJ Enrichment Week, Enriching Minds: UJ Winter School 2015.
  - Approving the UJ's participation in the DHET Staffing South African Universities Framework and the New Generation Scholarship Programme.
  - Approving the recommendation that, with effect from 2016, the UJ should not accept any new students funded by the Zimbabwe Presidential Scholarship Fund and that the 111 students currently enrolled via the Fund should be kept on the UJ's books until the Fund had fully settled their outstanding fees.
  - Approving the proposed panel members for the Faculty of Education Peer Review.
  - Approving the proposed panel members for the Faculty of Art, Design and Architecture Peer Review of 2016.
  - Approving the proposed panel members for the Faculty of Science Peer Review of 2016.
  - Discussing and noting the peer review reports of the following faculties:
    - Faculty of Engineering and the Built Environment
    - Faculty of Law
  - Noting the progress report on the arrangements for the Nelson Mandela Annual Memorial Lecture.
  - Discussing and noting the report on the DHET Research Outputs Policy 2015, the Key Changes and the Impact for the UJ.
  - Discussing and noting the proposed creation of the Johannesburg Business School and a Medical School.
  - Discussing and noting the Project Plan and Progress Report on Academic Partnerships.
  - Holding a discussion with representatives of the Senate Academic Freedom Committee on the roles and responsibilities of the Committee and resolving that, in future the SAFC Chairperson and three SAFC members be invited to join the MEC meetings twice per annum, for a one-hour discussion on its roles and responsibilities and the evolution thereof, including the support required in the evolution process.
  - Discussing, reviewing and noting the following:
    - The report on the Management of Late Applications
    - The 2015 Registration Report
    - The report on 2014 Undergraduate Outputs

- The report on Undergraduate Success Rates 2014
- The report on Second Semester Summative Assessment 2014
- The Graduation Report on the 2015 graduation sessions
- The 2015 registrations
- The 2016 application statistics
- The report on the benchmarking exercise to compare the UJ's dropout rate with other universities
- The updated Comparative Data on Dropout of 2014 Undergraduate Cohorts
- The progress reports on e-textbooks
- The progress reports on the future roll out of tablets
- The progress report on the New Generation of Academic Scholars.
- **Finance and risk related matters:**
  - Supporting and recommending to the FCC, for support and recommendation to the Council, for consideration.
  - Discussing and recommending to the FCC, for discussion and noting, the provisional review of the draft 2014 Financial Results.
  - Discussing and recommending to the FCC, for discussion and noting, the quarterly 2015 Year-to-Date Management Accounts.
  - Supporting and recommending to the FSCC, for consideration, the recommendation that the UJ provide an additional R20 million to supplement the NSFAS allocation for 2015, to be funded from the projected surplus in the 2015 budget.
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Strategic Institutional Risk Register.
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Level of Risk Appetite and Tolerance at the UJ.
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Risk Management Implementation Plan for 2015.
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Risk Management Implementation Plan for 2016.
  - Tenders above R10 million, to be considered by the MEC and recommended to the FSCC and/or the PRCC, for ratification (in line with the Financial Delegation of Authority):
    - Approving and recommending to the FCC and the PRCC, for ratification, the Tender Committee's recommendation that tender T UJ 04/2015 for the purchase of multi-collector inductively coupled plasma mass spectrometer (MC-ICPMS) be awarded to Wirsam Scientific and Precision Equipment.
    - Approving and recommending to the FCC and the PRCC, for ratification, the Tender Committee's recommendation that tender T UJ 06/2015 for the purchase Cryogen Free ARPES and High Resolution XPS Apparatus be awarded to SPECS Surface NANO Analysis.
    - Approving and recommending to the FSCC and PRCC, the Tender Committee's recommendation for the awarding of Project – RFP UJ 26/2014 to Turnkey Contracting Services for the UJ Libraries Modernisation and Upgrade.
    - Approving and recommending to the FSCC and PRCC, the Tender Committee's recommendation for the awarding of Tender – T UJ 04/2015 to Dryden Projects CC for renovations and additions in C-Lab building.
    - Approving and recommending to the FSCC and PRCC, the Tender Committee's recommendation that RFP UJ 07/2015 Drilling Services Cimera-Karin Scientific Drilling Project be awarded to Geoserve Exploration Drilling (Pty) Ltd.
  - Supporting and recommending to the FSCC and the PRCC, for approval, the recommendation that the contractor, Fikile Construction, be paid, to cover the overrun on the SWC second residence project, while legal action against the Principal Agent, Proserve, was underway to recoup the overrun.
  - Approving the additional budget, funded from current year savings from the capital projects budget,

for the payment of the overrun on the SWC second residence project, while legal action against the Principal Agent was underway to recoup the cost overrun.

- Approving the Tender Committee's recommendation for the awarding of RFP UJ 02/2014 Travel Management, for a three-year period, to the following companies: BCD Travel, Flight Centre South Africa (PTY) Ltd T/A FCM Travel Solutions and XL Nexus Travel.
- Approving the recommendation in respect of RFP 1501/2 Servicing, Maintenance, Repairs and Replacement of Split/Wall Air-Conditioning Units;
- Approving variation orders for Project 1803/96 (APK B-Lab ICS Wire Way Project).
- Approving the recommendation that variation orders be placed with the contractor for Project 1803/70 (installation of electricity meters with modems) for Power Meter Technics.
- Approving the recommendation to use existing uncommitted funds within the Project 1804/85, Teacher Education (Funda UJabule School, SWC), to address the functionality and security enhancements and improvements.
- Approving the request for a scope change and re-allocation of funds within the project 1805/34 Academic Accommodation Initiative as per the current operational needs of the University.
- Approving the proposal that some of the 2015 capital budget be re-assigned for the security enhancements.
- Approving the proposal for Student Finance and Advancement to hold a fundraising fun walk/run event.
- Agreeing to, with effect from 2016, offer a bursary to the 50 top performing international students.
- Noting the HEMIS Audit Report for 2014.
- Discussing the NSFAS funding and shortfall (2014 and 2015) and agreeing to guarantee funding for final year students, on the assumption that the University could raise a part thereof.
- Discussing and noting the Supply Chain Management Review.
- Discussing and noting the internal audit reports, with the request that repeat findings that have not yet been resolved, be addressed as a matter of urgency.
- Discussing and noting the external auditors' report to Management.
- Discussing and noting the Internal Audit Coverage Plan.
- Discussing and noting the quarterly reports on donor funding.
- Discussing and noting the report on External Research Income.
- **Infrastructure development, ICT and related matters:**
  - Approving and recommending to the PRCC, for noting, the following five projects, prioritised in accordance to the critical areas of student housing, deferred maintenance and refurbishment/remodelling of existing buildings, for submission to DHET as the UJ's application for the 2015/16-2017/18 infrastructure and efficiency cycle:
    - DFC: Completion of the Perskor Building
    - SWC: Third student residence
    - SWC: Third floor on top of the Library
    - All campuses: Universal access and people with disabilities
    - All campuses: Backlog maintenance
  - Approving the recommendation to proceed with Phase 2, APK Library Roof Defects Project to form part of the 2016 CAPEX maintenance budget.
  - Supporting the recommendation to make an offer for the acquisition of Erf 627, Doornfontein (MES Building adjacent to DFC at the corner of Beit and End streets).
  - Considering the two options in terms of the Habitat and Sivebeek Residences (within Million-Up Properties) at DFC and supporting the second option, namely to refurbish them and engaging with students on their possible relocation to off-campus accommodation during the refurbishment, with the University to negotiate a reasonable accommodation fee.
  - Discussing and noting the progress report: legal issue between UJ and the Auckland Park Theological Seminary relating to Erf 1/809, Auckland Park.
  - Discussing and noting the report on Accommodation (Residential, Offices and other).



- Discussing and noting progress report on the DFC, APK and SWC Projects – Capital Funding (2012 To 2015).
- Discussing and noting the Quarterly Reports on Capital, Maintenance and Property Management Projects.
- Discussing and noting the progress report on the procurement of properties within the Educational Link, situated between the APK and APB Campuses.
- Discussing and noting the update of the Security Enhancement Project.
- Noting the feedback on the utilisation of spaces in the Perskor Building (DFC) and additional properties.
- Discussing and noting the Library Projects Update.
- Discussing and noting the report on the Campus Wi-Fi Status Update.
- Discussing and noting the Assessment of the Use of Handheld Devices by Academic Staff in the Classroom (Semester 1, 2015).
- Discussing and noting the report on the resource implications for the phasing-in of bachelor's programmes and phasing-out of NDip and BTech programmes in FEBE.
- Discussing and noting the feedback on the future utilisation of the Buxton Building.
- Discussing and noting the progress report on the C Lab Phase 2 Project (APK).
- Discussing and noting the Way-Finding Project Plan.
- Discussing and noting the report on electricity measurement.
- **Human resources and related matters:**
  - Supporting and recommending to the HRSEC, for consideration, the Employment Equity Report to the Department of Labour.
  - Supporting and recommending to the HRSEC, for discussion and recommendation to the Council, for consideration, the revised Human Resources Delegation of Authority.
  - Supporting and recommending to the HRSEC, for discussion and recommendation to the Council, for consideration, recommendation to increase the non-accumulative leave of the staff members on Peromnes levels 13, 14 and 15 with three days.
  - Supporting and recommending to the HRSEC, for discussion and recommendation to the Council, for consideration, the proposed addition to Section 7 of the Conditions of Service, to include a clause on the non-compliance with verification of staff qualifications enrolled for or obtained.
  - Supporting and recommending to the Senate, via the Senex, for support and recommendation to the Council for approval, the proposed addition of a Distinguished Professor Category (incorporating the Excellence Level Professors) to the Professorial Categories.
  - Supporting and recommending to the Senate, via the Senex, for consideration, the request for the establishment of a Postgraduate School of Architecture in the Faculty of Art, Design and Architecture.
  - Approving the following amendments to Selection Committees:
    - The Selection Committee for Peromnes Level 4 to include the Vice-Chancellor as Chairperson, with a note that he would delegate the Chairpersonship to the applicable DVC, as required;
    - The Selection Committee of Peromnes Level 5 to include an external expert;
    - The Selection Committee of Peromnes Levels 6 and 7 to include a representative from a cognate internal division;
    - The Selection Committee for Peromnes Level 6 to include the relevant ELG member.
  - Approving the Selection Panel's nominees for the VC Distinguished Awards (teacher excellence, research and innovation).
  - Approving and recommending to the Senex, for ratification, the Selection Panel's recommendations in respect of the appointment of Distinguished Professors and Distinguished Visiting Professors.
  - Approving the appointment of the acting Executive Dean of the Faculty of Education for the period 1 September to 30 November 2015 (Executive Dean on sabbatical leave).
  - Approving the appointment of the acting Executive Dean of the Faculty of Health Sciences for the period of 1 February to 30 April 2016 (Executive Dean on sabbatical leave).
  - Approving appointment of the acting Executive Director: Research and Postgraduate Studies (until such time as the vacancy has been filled).
  - Approving the recommended appointment of the Vice-Dean of the following faculties:

- Vice-Dean: Teaching and Learning in FEBE
- Vice-Dean of the Faculty of Health Sciences (re-appointment)
- Vice-Dean: Research of the Faculty of Humanities
- Vice-Dean: Teaching and Learning of the Faculty of Humanities
- Vice-Dean: Research of the Faculty of Health Sciences
- Vice-Dean: Teaching and Learning of the Faculty of Science
- Vice-Dean: Research of the Faculty of Science
- Approving the request to create a Vice-Dean: Research position in the Faculty of Health Sciences, for a three-year period, on the understanding that there should be an improvement in the Faculty's research output, postgraduate student output, staff qualifications at doctoral level and increased global research footprint.
- Approving the recommended appointment of house wardens.
- Approving the draft Guidelines for Acting Appointments at ELG Level.
- Approving the following appointments:
  - Senior Director: Strategic Initiatives and Administration
  - Senior Director of the School of Postgraduate Studies
  - The Director of the Centre for Psychological and Career Services
  - The Director of the Institute for Pan-African Thought and Conversation
  - The Director of HR Services
  - The Director of Student Finance
  - The Director of the Academic Planning Unit in the Division of Institutional Planning, Evaluation and Monitoring
  - The Director of the Centre for Academic Technologies
  - The Campus Director for the SWC
  - The Director: Internationalisation (Academic Services)
  - The Director: Internationalisation (Corporate Services)
  - The Director: Intelligence Systems Institute
  - Co-Director of the Confucius Institute
- Approving the abolishment of positions vacant for 18 months and beyond as on 30 June 2015, with some exclusions.
- Approving the restructuring of the Protection Services Division.
- Approving the proposal for the creation of permanent academic positions from the temporary staff expenditure.
- Approving the amounts allowed for farewell gifts (starting with employees with a minimum of five years' service).
- Reviewing and moderating the 2015 performance review of the Executive Deans and the Executive Directors.
- Discussing and noting the progress made with recruiting and shortlisting of candidates for vacant ELG positions.
- Discussing and noting the Talent Leadership Plan.
- Discussing and noting the following reports:
  - The quarterly Employment Equity Reports (2014), as well as the Annual Employment Equity Report (2013);
  - The quarterly and annual reports on non-designated (and white female) appointments;
  - The progress reports on Human Resources Efficiency and Effectiveness;
  - The report on the 2014 Performance Management System;
  - The bi-annual reports on non-designated appointments;
  - The annual and quarterly reports on the downward management of remuneration;
  - The annual and quarterly reports on academic promotions;

- The annual and quarterly reports on absenteeism management;
- The bi-annual reports on the ELG leave status;
- The annual and quarterly reports on Peromnes 5 and Peromnes 6 Support and Service Appointments;
- The Staff Establishment figures;
- The report on the Permanent/Fixed-term Contract Employees of UJ with Temporary Contracts.
- **Student related matters**
  - Agreeing to temporarily lift the ban on the selling at SRC-organised parties of alcohol on condition that:
    - The SRC act responsibly and play the role they are supposed to play;
    - No liquor be brought onto the campus;
    - No hard liquor be sold.
  - Discussing and noting the report on the 2015 UJSRC Election.
  - Discussing and noting the Student Incident Report.
  - Discussing and noting the annual and quarterly reports on student disciplinary cases.
- **Other matters:**
  - Supporting and recommending to the NCC and the Council, for consideration, the following recommended names for the naming and/or renaming of buildings:
    - The proposed Pan-African names for spaces in the five UJ Libraries;
    - The proposal that the *Kodak Building* at DFC be renamed to *Kubona*;
    - The proposal that the *Skybridge* at DFC be named *Murathoni* (the MEC advised that the ni be removed);
    - The proposal that the name of the Resolution Circle Nano Building at APK be changed to *Akanyang*, with the recommendation that *Akanya* rather be considered;
    - The proposal to name the three new interpreting venues at APK 'Indaba', 'Bolela' and 'Lalela';
    - The proposal that the Higher Education Centre be named *The Ali Mazrui Centre for Higher Education Studies*.
  - Approving changes to the Global Excellence and Stature (GES) Project.
  - Approving the recommended appointment of the service provider to develop and conduct the 360? Leadership Development Assessment.
  - Approving the recommended appointment of GokoLaufer MSP with effect from 1 December 2015 or soon then after in order to equip the University with the best possible communication advice and support as rapidly as possible. The appointment should be for an initial twelve months with the possibility for further renewal.
  - Approving the Support Services Performance Indicators.
  - Approving the following proposed projects to support the new Change Leadership Initiative: Transformational Leadership Development, Change Management Workshops (Race, Diversity, Social Justice and Transformation), Gender-based Violence Project: Addressing safety issues on campus and off campus for female students, and Special Projects focusing on Curriculum Transformation.
  - Approving the Integrated Planning, Monitoring, Reporting and Evaluation Guidelines.
  - Approving the proposed UJ Women in Leadership Development Programme.
  - Approving the Alignment of the Institutional Transformation Plan to the Strategic Objectives 2025 Framework.
  - Approving the 2015 Staff Day Event.
  - Supporting the recommendations regarding the sourcing and supply of branded clothing and promotional items.
  - Discussing and noting the State of the Province Address of 23 February 2015, which made provision for local solar technologies, and the implications for the UJ and PTIP.
  - Discussing and noting the report on the 2014 Culture and Climate Survey.
  - Discussing the quarterly GES project progress reports.
  - Discussing and noting the quarterly reports on Alumni Relations.

- Discussing and noting the quarterly reports on domestic and global reputation management.
- Discussing and noting the preliminary analysis of the QS subject ranking results for 2014.
- Discussing and noting the monthly security reports.
- Discussing and noting the quarterly reports on Strategic Partnerships and Special Projects, including Alumni Relations.
- Discussing and noting the quarterly report (January to March 2015) on all Communication, Including Marketing Activities, Aimed at Advancing UJ's Global and Domestic Stature.
- Quarterly review of the quick wins of MEC members.
- Discussing and noting feedback from international visits.
- Discussing and noting the annual and quarterly reports on the following:
  - Occupational Health Practice
  - Primary Healthcare
  - HIV and AIDS.

A handwritten signature in black ink, consisting of a stylized, flowing line that ends in a small circle, with a few additional strokes below it.

**Ihron Rensburg (Prof)**  
Vice-Chancellor and Principal

# STUDENT REPRESENTATIVE COUNCIL (SRC) REPORT

## OPERATING CONTEXT

The 2015 SRC was elected during the SRC elections of 15 to 17 October 2014. The elected members of SRC were 48 (10 members per campus and 8 members of the central SRC). Of the elected members of SRC, 52% were females and 48% males. The term of office of the 2015 SRC was twelve months, starting from 1 January to 31 December 2015. The 2015 SRC, as per the decision of Council, was effectively a transition SRC, elected according to the SRC Constitution and Electoral Policy, which was in effect in 2014, but would function according to the reviewed SRC Constitution and Electoral Policy as from 1 January 2015.

Twenty of the 48 SRC members were replaced by their respective organisations. The replacements were due to a different number of reasons, ranging from a change of campus of registration to loss of confidence in the deployed members by their respective organisations. However, the UJSRC continued across all campuses to advocate for the interests and rights of students. The main focus of the SRC was to support the initiatives of the University in implementing the transformation agenda.

## ACTIVITIES OF THE SRC

- **SRC induction and training:**
  - Members of the SRC attended the Induction programme from 7 to 9 January 2015. At the induction, the UJSRC engaged with the decision of Council on the reviewed SRC Constitution and Electoral Policy.
  - The induction also addressed issues of UJ policies and procedures, structures of the University including governance processes, report on essential standing decisions, discussions on Global Excellence and Stature as in the 2025 Strategy, Professional Etiquette and also development of a Programme of Action.
- **Registration process and SRC Trust Fund:**
  - Given the challenges of limited NSFAS funding and a shortfall, on several occasions, the UJSRC engaged with the University Management, in particular the Finance Division on how best to address the challenge of lack of funding for some students. The engagements helped a lot as different ways were explored to the satisfaction of UJSRC.
  - The UJSRC was also allocated R9 million to allocate to deserving students and 383 students were assisted. The SRC represented students in the appeal process of academic exclusions across faculties. The appeal process was generally fair.
- **Student Meal Assistance Programme:**
  - The Student Meal Assistance Programme for 2015 started on 2 February 2015. Gift of the Givers was contracted to provide two meals a day to 2 500 deserving students for 278 days. However, the number of students approved and receiving meals was 3 675 at the end of the year. The value of the contract was R11 000 000.

- Given the student complaints and recommendations by Food Safety Auditors, the following was put in place and also incorporated into the contract in order to ensure quality of meals and service:
  - Training of staff of Gift of the Givers by UJ Occupational Health approved service provider;
  - Formation of a monitoring team;
  - Monthly checks of menu of meals provided;
- To attain and fulfil the measures put in place, the following were undertaken:
  - Workers of Gift of the Givers attended a Food Hygiene and Safety training by LTL Food Safety Consultants.
  - A monitoring team comprising Occupational Health, Student Affairs and Gift of the Givers was established and its first meeting was held on 12 March 2015.
  - The menu of the meals served was discussed with Gift of the Givers.
  - A discussion forum of Quarterly Reports of LTL Products cc with Occupational Health, Student Affairs and Gift of the Givers was established and would convene within 10 days of receipt of each report.
  - The Operations Division was on board to assist with the improvement of the maintenance and infrastructure of the kitchens where food was prepared and served.
- **Policy review:**
  - The UJSRC noted the ratification of the reviewed SRC Constitution and Electoral Policy on 18 September 2015. However, the UJSRC was of the view that Council should consider allowing UJSRC on behalf of students to further deliberate on why it did not agree to the reviewed SRC Constitution and Electoral Policy.
  - In an attempt to reach an agreement, certain clauses of the amended SRC Constitution and Electoral Policy were put in abeyance for the operations of 2015 SRC, including the scheduled elections of 2016 SRC, namely: that 20% of positions on the Central SRC and Campus SRCs should be reserved for contestation by independent candidates, while 80% of the positions should be reserved for contestation by student organisations and proportional representation;
- **First-Year Concert:**
  - The UJSRC organised the central First-Year Concert, which took place on 14 February 2015. Before the central concert, campus SRCs had organised campus-based concerts, which took place in the week of 9 to 13 February 2015.
  - The theme for the First-Year Concert was “My First Day at Varsity”. Residences had to perform according to the theme and demonstrate it through their own cultures and traditions. The overall winner of the First-Year Concert was Dromedaris Male Residence.
- **Young Men Forum:**
  - The UJSRC launched a Young Men Forum on 27 February 2015. Student leaders of house committees, societies, RAG and student newspaper were in attendance.
  - The Young Men Forum was aimed at promoting positive and prosocial student behaviour by advocating for the four values (Imagination, Conversation, Regeneration and Ethical Foundation) of the University, responsible use of alcohol; respect and appreciation of diversity; ethical behaviour and gender equity; and by opposing discrimination and violence against and victimisation of women and other persons and abuse of alcohol and dependency-creating substances.
  - The central SRC, in collaboration with the Institutional Office for HIV and AIDS, organised an HIV/AIDS Awareness Campaign on 8 May 2015 at the Doornfontein Campus. Furthermore, they organised a lesbian, gay, bisexual, transgender and intersex (LGBTI) Campaign at the Auckland Park Campus on 11 September 2015. The event was focused on emphasising a diversity of sexuality and gender identity-based cultures.
- **Student Parliament:**
  - The central SRC convened and constituted the fourth Student Parliament over two-day meetings, starting from 9 May 2015 to 10 May 2015. Student Parliament comprises students from societies, UJSRC, house committees and 120 general students. A total of 220 members of Student Parliament were



present at the meetings.

- Student Parliament discussed, among other issues, the amended SRC Constitution and Electoral Policy. Student Parliament mandated the UJSRC to pursue Council to consider some of the proposals of the Student Parliament.

- **Student Services Council:**

- The UJSRC ensured that the student members of Student Services Council attended the meeting of 20 May 2015. The UJSRC President co-chaired the meeting of Student Services Council with the Executive Director: Student Affairs who was standing in for the Chairperson.
- Student Services Council discussed issues of Institutional Transformation, including the envisaged Residence Renaming Project. It was emphasised that students as important stakeholders should be allowed to participate also in formulating the criteria and process of renaming.
- The UJSRC was of the view that Student Services Council did not operate optimally as most of the times a quorum could not be reached. UJSRC would like to propose that the secretariat of the Student Services Council be that of the institutional committees, as the Student Services Council was the committee of the Management Executive Committee. Issues of Student Services Council including its given mandate of advising the Management Executive Council remained very important to the SRC.

- **Academic Awareness Campaign:**

On 15 May 2015 the UJSRC organised an Academic Awareness Campaign on the Soweto Campus. The event was received positively by students as it was appealing to many students considering the fact that we were approaching the study week and subsequently the mid-year examinations. In this event, there were numerous presentations aimed at encouraging students to do well in their academics and also to inculcate the spirit of entrepreneurship.

- **Campus-based events:**

Campus SRCs organised a number of campus-based events on their respective campuses and provided the CSRC with reports. The campus SRCs took the University campaign against xenophobia further to different clusters of students, e.g. residences and societies. Other activities focused on empowering students by providing a platform for skills development, e.g. DFC Business Seminar, Women Seminar and Gospel Concert.

- **2016 space reservation fee:**

The SRC had noted with dismay that the 2016 Prospectus suggested that the prospective students should pay R2 000.00 as reservation fee for space when they applied for admission at UJ. However, the UJSRC was still in discussion with the University Management to explore if common ground in this regard could be found.

- **UJSRC Soccer Tournament:**

The central UJSRC convened all residences (including off-campus accommodation) for a soccer tournament that took place in Soweto and Bunting Road Campuses between 16 July and 4 August 2015. A total of 32 soccer teams subscribed to the tournament and it unfolded positively, as we witnessed UJ students coming together in support of their residences.

## **2016 SRC ELECTIONS**

The 2016 SRC elections were planned and organised according to the amended SRC Constitution and Electoral Policy with the provisions of the decision of Council of 17 September 2015. The nomination process went well and three organisations (that is the Democratic Alliance Student Organisation, Economic Freedom Fighters and the South African Student Congress) and three independent candidates (that is Messrs Tshepo Moloi, Nyasha Bhero and Edwin Makwati) were nominated to contest for the 2016 SRC elections.

Voting was scheduled for 21 to 23 October 2015 and started well on 21 October 2015; however, the process was disrupted towards the end of 22 October 2015 due to the #FeesMustFall protest. In light of the fact that the 2016 SRC elections could not be concluded and that the term of office of the 2015 SRC expired on 31 December 2015, Student Affairs submitted a proposal that the Management Executive Committee appoint a Student Advisory Council for a period starting from 1 January 2015 up until the election of 2016 SRC members.

## **APPOINTMENT OF STUDENT ADVISORY COUNCIL (SAC) FOR 2016**

- The appointment of SAC was done in accordance with the provisions of the SRC Constitution (sections 10.2 and 10.3). The MEC approved that SAC be established by 2015 SRC members and members drawn from relevant parties who participated in the postponed 2016 SRC elections. Based on the first principle, two former members of the 2015 SRC, that is, the President and the Secretary-General of the UJSRC, were included in the 2016 SAC. This was done to ensure that continuity is maintained as the said members were reasonably expected to have institutional memory on a number of issues that SAC would deal with.
- As a result of applying the said principles, the 2016 SAC comprises the following 54 members:
  - At the central level, there are 11 members (4 members of EFF, 4 members of SASCO, 1 independent candidate, 2015 UJSRC President and Secretary-General).
  - On APB Campus, there are 10 members (4 members of EFF and 6 members of SASCO).
  - On APK Campus, there are 12 members (2 members of DASO, 2 members of EFF, 6 members of SASCO and 2 independent candidates).
  - On DFC Campus, there are 10 members (4 members of EFF and 6 members of SASCO).
  - On SWC Campus, there are 11 members (2 members of DASO, 3 members of EFF and 6 members of SASCO).
- The SAC was constituted on 12 and 15 January 2016 and assumed the functions, responsibilities and powers of the SRC as provided for and prescribed in the SRC Constitution from January 2016. In addition, SAC is also:
  - serving as a consultative forum for preparing, organising and conducting the elections for the 2016 SRC;
  - serving as a consultative forum for the finalisation of operational details pertaining to the SRC elections;
  - assisting students during registration period;
  - coordinating the organisation of First-Year Concerts;
  - facilitating the process of recognising student societies;
  - representing students in different fora.

## **CONCLUSION**

The UJSRC would like to conclude by indicating that several projects and programmes aimed at empowering and providing students with outstanding student experience were pursued. The UJSRC was committed to its role of representing students and promoting well-balanced activities for development of students.



**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

# STUDENT SERVICES COUNCIL (SSC) REPORT

## OVERVIEW

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

The SSC was expected to meet at least quarterly; however, in 2015 not all meetings were able to continue, as the quorum as set in the SSC Charter of 50% plus one member, and subject to the majority of members present being student members, could not be reached. Only two meetings were held.

The meetings of the Student Services Council were co-chaired by the Senior Executive Director in the Vice-Chancellor's Office as the MEC responsible for Student Affairs and the UJSRC President. The administrative and secretariat support of SSC was provided by Student Affairs, in particular the Office of the Director of Student Life and Governance.

## MATTERS CONSIDERED OR NOTED BY THE SSC

- **Off-Campus Accommodation Policy:**

It was reported at the first SSC meeting of the year that the Off-campus Accommodation Policy, which had been revised in 2014, had been approved by the Management Executive Committee for implementation in 2015. The revised policy was implemented during the 2015 Off-campus Accommodation accreditation process.

- **Review of the SRC Constitution and SRC Electoral Policy:**

- Discussions around the review of the SRC Constitution and the SRC Electoral Policy dominated the proceedings of the meetings. Student Life and Governance (SLG) reported on the recommendations of the Council following its approval of the amendments to the SRC Constitution and Electoral Policy that Student Affairs and the UJSRC conduct awareness campaigns around the reviewed SRC Constitution and Electoral Policy.
- The student leaders consistently rejected the approved amendments to the SRC Constitution and Electoral Policy and the decision that the elections for the 2016 SRC be conducted with the

implementation of the amendments. The amendments that were challenged included the following:

- In order to be a member of the Central SRC or a Campus SRC, a student should have passed at least 80% of all his/her registered modules in the previous academic year.
- 20% of positions on the Central SRC and Campus SRCs should be reserved for contestation by independent candidates, while 80% of the positions should be reserved for contestation by student organisations.
- Contesting student organisations be allocated seats through proportional representation.
- The impasse was resolved outside of the SSC through further engagement between Student Affairs and the UJSRC, as well as the Student Parliament making submissions to the VC and the Chairperson of Council. The Council and MEC finally resolved that the 2016 SRC continue in accordance with the amended SRC Constitution and Electoral Policy, with the implementation of the requirement for contestants to 80% of their modules in the previous examinations. The reservation of 80% positions for student organisations and 20% for independent candidates and the application of proportional representation in the allocation of seats for organisations were put in abeyance until the elections of 2017 SRC.
- **Proposal regarding alcohol at student events:**

The prohibition of alcohol at student events held on campus also dominated the discussions in the SSC meetings. Student leaders advocated for the ban to be lifted, arguing that student life was dull as students were not keen to attend events where alcohol was not served and that students were exposed to danger as they attended external events where they could freely drink. It was agreed that the student leaders, under the leadership of the UJSRC, would form a Young Men Forum for the purpose of promoting responsible drinking and conduct as well as raising awareness on the dangers of abuse of alcohol and gender-based violence. The Young Men Forum was launched in May 2016.

## CONCLUSION

The SSC meetings were not very effective in 2015 as not all four quarterly meetings were held, with only two meetings being quorate. The major challenge was the meetings not being able to reach a quorum, and particularly the requirement that the majority of members present be students.

In the two meetings that did take place, the focus was mainly on the amendments to the SRC Constitution and the Electoral Policy at the insistence of the student leaders, with other issues not being discussed. As a result, student-related matters were raised through other avenues, such as meetings of Student Affairs staff with the UJSRC and during the VC's engagements with campuses.

Student Affairs has put in place a plan for implementation in 2016 to ensure the SSC meetings function more effectively. This includes working with the incoming SRC to ensure that the student representatives fully utilise the platform of the SSC to address operational and policy issues that affect students and that they make recommendations through the SSC for the MEC and Council's consideration. Student Affairs will also engage student services divisions to encourage them to bring to the SSC any recommendations for policy changes, process changes and share any relevant information that has an impact on the students.



**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

# INSTITUTIONAL FORUM (IF) REPORT

## OVERVIEW

The IF held four ordinary meetings, as well as two special meetings in 2015 to consider recommendations from selection committees on the appointment of executive management in order to provide advice to the Council on such recommended appointments.

Attendance at these meetings was satisfactory.

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

- Advising Council on the following:
  - That a clear transformation roadmap for monitoring and tracking performance in transformation be developed;
  - That clear indicators be developed to indicate whether the University has succeeded in transformation and the focus on epistemological access.
- Approving the amendment to the composition of the IF.
- Approving the revised performance review instrument of the IF.
- Advising the Council on the appointment of the following Executive Leadership Group members:
  - Executive Dean: Faculty of Humanities, for a five-year term of office;
  - Executive Dean: Faculty of Law, for a five-year term of office;
  - Executive Director: Research and Innovation, for a five-year term of office.
- Discussing the role of the Institutional Forum.
- Noting the outcomes of the performance review of the IF.
- Noting the outcomes of the 2014 performance review of the MEC Corporate Governance Responsibilities.
- Discussing and noting the following reports:
  - Appointment/resignation/retirement of academic and non-academic staff;
  - Staff dismissals;
  - The UJ Employment Equity report for 2015;
  - The Employment Equity Plan: UJ's Employment Equity report to the Department of Labour;
  - The quarterly Language Unit reports;
  - The Transformation Annual report for 2014;
  - The 2014 Culture and Climate Survey report;
  - The reports from the Institutional Office for HIV and AIDS;
  - Reports on the naming/rebranding process related to residences and day houses;
  - Reports on student disciplinary hearings and student incidents;
  - Primary Health Care Practice reports;
  - Occupational Health Practice reports;
  - Report on the Attraction and Retention of Black Academic Staff;
  - Revised Policy on Harassment;

- Revised Policy on Privacy and the Protection of Personal Information;
- Revised Policy on Whistleblowing and Eradication of Improper Activities;
- Revised Policy on People with Disabilities.
- Conducting an electronic IF performance review for 2015.
- Conducting an electronic performance review of the MEC Corporate Governance Responsibilities for 2015.

A handwritten signature in black ink, appearing to read 'Kinta Burger', is centered on the page. The signature is fluid and cursive.

**Kinta Burger (Prof)**

Registrar



# CONVOCATION REPORT

## OVERVIEW

The Convocation continued to build on the steady gains that it made during 2014.

The Executive of Convocation had a number of meetings in 2015, the first of which was held on 17 February 2015, at which the President of the Convocation highlighted the importance of the UJ 2025 Vision and stressed that the members of the Executive Committee of the Convocation have a responsibility to steer and support the University in the move to Global Excellence and Stature. In the light of this, members of the Executive Committee of the Convocation are ambassadors of the UJ Brand and have a responsibility to contribute to the strategic objectives and goals of this Pan-African university. This could be achieved by active participation in alumni and community engagement activities.

The Executive Committee of the Convocation recommended that the President of the Convocation should +serve on the UJ Council. In addition, it was strongly felt that all members of the Executive should serve a period of five years. In light of these recommendations, a proposal to amend the constitution was drafted to serve at the AGM of 30 October 2015.

A number of meetings were held between the President and Deputy President of the Convocation, the Executive Director: Advancement and the Senior Manager: Alumni, chaired by the Registrar. The purpose of these meetings was to enhance participation of the Convocation in relevant Alumni Relations Programmes. Following from these meetings, a separate webpage for the Convocation was created with a link to the Alumni webpage. In addition, it was agreed that the Convocation Newsletter would form part of the monthly Alumni Newsletter and that there would be quarterly meetings between the Alumni Office and the President of Convocation. The President and the Deputy President of Convocation have been allocated permanent office space at the Doornfontein Campus in close proximity to the Alumni Office to ensure close cooperation between the Alumni Office and the Executive of Convocation.


The Annual General Meeting of the UJ Convocation was planned for 30 October 2015, but in the light of the #FeesMustFall campaign and the associated security issues, the Annual General Meeting of the Convocation was postponed.

The President and his Deputy also arranged for benchmarking visits to the:

- University of Cape Town
- Cape Peninsula University of Technology
- University of the Western Cape
- Stellenbosch University

- Durban University of Technology
- Mangosuthu University of Technology.

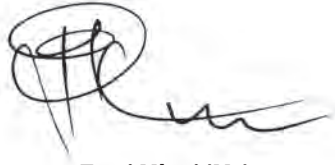
In summary, it can be concluded that 2015 was a successful year for the Convocation in that the President and his Deputy were very active in establishing relationships with relevant stakeholders in an attempt to take the Convocation forward.

A handwritten signature in black ink, consisting of a large, stylized 'M' and 'K' intertwined, with a long horizontal stroke extending to the right.

**M Mkhonto (Mr)**  
President: Convocation

## CONCLUSION AND WAY FORWARD

The above report confirms that UJ's processes, policies and procedures are in accordance with good governance principles. Continuous evaluations are done to ensure high standards are maintained and areas for improvement are identified.



**Tumi Mketi (Ms)**

Senior Executive Director in the  
Office of the Vice-Chancellor



**Kinta Burger (Prof)**

Registrar



**Ihron Rensburg (Prof)**

Vice-Chancellor and Principal



**Roy Marcus (Prof)**

Chairperson of Council





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# STATEMENT ON RISK MANAGEMENT

## **OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT**

The Finance Division is responsible for coordinating the risk management process at the University. Since the first risk assessment in 2007, the University has institutionalised the risk management process and each faculty and non-academic/professional support service division is required to analyse, assess, evaluate and rate its operational and strategic risks on a continual basis. All risk and risk-rating amendments are tabled at the Management Executive Committee Risk Management Committee (MEC RMC) to ensure that no risks are deleted, added or re-rated without confirming that the addition, deletion and/or re-rating has no other influences on the integrated risk management process or the Institutional Risk Register. The internal and external auditors also evaluate the listed risks and the risk ratings during each audit. Any amendments suggested by the auditors serve at the MEC RMC for consideration.

This MEC RMC also ensures that the mitigating strategies and internal controls for all the listed risks are continually revised and updated. The minutes of the MEC RMC, as well as the updated Institutional Risk Register, serve at the MEC for deliberation and consideration, after which the final Risk Register is considered by the Council's Audit and Risk Committee (ARCC) and then the Council of the University of Johannesburg.

Risk management is also an integral part of the annual performance criteria of the Registrar, all executive deans and executive directors. The University's risk management process requires the Registrar, each executive dean and executive director to formally consider and evaluate his/her respective identified risks, the related ratings, internal controls and mitigating strategies throughout the year, in order to ensure that the risks are still valid and up to date. The process also allows a manager to evaluate the risks in an environment when circumstances change.

## **POLICY FRAMEWORK**

The updated institutional Risk Management Policy, strategy and methodology were developed, considered and approved by the MEC and consist of the following:

- Risk Management Policy;
- Risk Management Strategy;
- Risk management objectives;
- Risk management structure and subsequent roles and responsibilities;
- Scope of authority with reference to the MEC Risk Management Committee, Management Executive Committee, Audit and Risk Committee of Council, and Council;



- Framework for risk identification and risk categories;
- Definitions and descriptions of the various risk categories;
- The risk management cycle and updating of this cycle;
- Performance management processes, that is, identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.;
- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

## **INSTITUTIONAL RISKS**

The following material institutional risks were listed on the University of Johannesburg's Risk Register for 2015 (with a residual rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

### ***Academic risks***

- Student protests;
- The drop-out rate of students from year one to year two;
- Insufficient appropriate, safe and functional learning and teaching spaces;
- Inadequate international student recruitment strategy;
- The protection of research and data.

### ***Institutional planning and business disaster recovery***

- Lack of business intelligence system incorporating a central data warehouse for integrated knowledge management and data collection and analysis.

### ***Financial risks***

- Financial sustainability of the University going forward due to the changes in the tuition fee landscape and the real decline in government subsidy;
- Financial and other uncertainties UJ is facing with the current ineffective administration of utility accounts at City of Johannesburg (CoJ);
- The shortfall of the National Student Financial Aid Scheme (NSFAS) and the shift in the socioeconomic means of the University's students which may impact financial sustainability over the long term;
- Centralisation of the NSFAS application process;
- Insourcing of staff.

### ***Infrastructure***

- Poor indoor air quality;
- Off-campus student accommodation.

## **PERFORMANCE**

### ***Management of the academic risks***

The management of risks in general is reflected in the different sections of the UJ Annual Report. The management of academic risks, which are related to teaching and learning, research and innovation and the performance of faculties, is reflected in the Senate Reports to Council.

### ***Management of other risks***

Each portfolio report reflects the management of the institutional risks, as well as the management of portfolio risks.

### ***Business continuity***

The MEC approved the UJ Business Continuity Management Implementation Roadmap, which consisted of a three-phased approach. Phase 3 was completed in 2015. Phase 3 consisted of conducting business impact analyses and risk assessments for:

- Operations
- Advancement
- Research and Innovation
- Internationalisation
- Sport
- Academic Development and Support
- Health and Wellness
- Transformation Office
- Unit for Quality Promotions

Suitable and cost-effective business continuity plans were developed for the areas listed above as a result of the Business Impact Analysis and Strategy Workshops.

Scenario-based walkthrough tests (which is the exercise type typically used for testing newly developed plans and familiarising team members with the plan content) were used to test the plans drafted in Phase 2 for

- Student Affairs
- Human Resources
- Library and Information Centre
- Corporate Governance
- Central Administration
- Faculty of Art Design and Architecture
- Faculty of Economic and Financial Sciences
- Faculty of Engineering and the Built Environment
- Faculty of Humanities
- Faculty of Law
- Faculty of Science
- Faculty of Management
- Faculty of Education
- Faculty of Health Sciences

### **Succession planning**

A Talent Management Task Team has been established to manage this risk and this is addressed in the Human Resources report in Section 14 of the Annual Report.

### **Financial risks**

Financial risks are addressed in the Financial Sustainability Report in Section 16 of the UJ Annual Report.

## **REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)**

Four ordinary MEC RMC meetings were held on 9 March, 2 June, 8 September and 17 November 2015.

### ***Composition and attendance***

The MEC RMC is appointed by the Management Executive Committee (MEC) and consists of the following members:

- Deputy Vice-Chancellor: Finance (Chairperson)
- Deputy Vice-Chancellor: Strategic Services (Deputy Chairperson)
- Deputy Vice-Chancellor: Academic
- Registrar
- Executive Director: Human Resources
- Executive Director: Information and Communication Systems
- Executive Director: Financial Governance and Revenue
- A risk-management specialist nominated by the MEC



- Two executive deans nominated by the executive deans
- Two additional executive directors nominated by MECO
- Co-opted members from divisions/clusters/faculties when necessary
- Invited members: representative internal and external auditors and additional invitees as the committee deems fit.

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

- Supporting and recommending the Risk Appetite and Tolerance at the UJ to the MEC, for discussion and recommendation to Audit and Risk Committee of Council (ARCC), for consideration and recommendation to the Council, for approval.
- Supporting and recommending the Risk Management Implementation Plan for 2015 to the MEC, for discussion and recommendation to the ARCC, for consideration and recommendation to the Council, for approval.
- Supporting and recommending the Risk Management Implementation Plan for 2016 to the MEC, for discussion and recommendation to the ARCC, for consideration and recommendation to the Council, for approval.
- Adding the following risks to the Institutional Risk Register:
  - Continuous non-compliance of the Gift of the Givers towards the food hygiene audits;
  - Increasing criminal occurrences at the Soweto Campus;
  - Impact of load shedding;
  - Poor indoor air quality at the UJ;
  - Sustainability of the power supply;
  - The dropout rate of students from year one to year two (the risk to be added to the risk registers of the executive deans of the faculties, the executive directors of the Directorates of Financial Governance and Revenue and of Academic Development and Support);
  - The protection of research and data;
  - Inadequate international student recruitment strategy (in consultation with the executive deans);
  - Student protests at the commencement of 2016;
  - Insourcing of staff;
  - The quality and quantity of water supply to the UJ campuses;
  - The following contributing factor to be added to the risk of the financial sustainability going forward due to the changes in the tuition fee landscape: "Scrapping of debt";
- No risks were removed from the Institutional Risk Register;
- Resolving that the UJ should assist the Gift of the Givers in obtaining the set benchmark for housekeeping and maintenance for the food hygiene audit;
- Resolving that an increase to a 90% compliance in food safety be negotiated in the Service Level Agreement with the Gift of the Givers for 2016;
- Resolving that a policy be developed to address the informal trade in refreshments by staff and students on the UJ's campuses;
- Discussing and noting the following:
  - Insurance Claim Statistics on a quarterly basis
  - Business Continuity Management Strategy Report Phase 2
  - Business Continuity Programme Phase 3 – Project Status Update
  - Business Continuity Management Policy as at April 2015
  - Business Impact Analysis
  - Report on Contract Risks
  - Risk Management Status Report on a quarterly basis
  - Risks related to the Adapt IT (Pty) Ltd (ITS) contract
  - Updated Policy: Risk Management
  - Risk Implementation Plan for 2015
  - Results of the 2015 Food Hygiene Audit
  - Progress Report on Food Hygiene and Safety of the Student Meal Assistance Programme by the Gift of the Givers

- Acceptable Level of Tolerance towards Food Service Providers on UJ premises who do not meet the set UJ Standard of 85%
- Report to the RMC on the Impact of Legislation on the Appointment of Temporary Employees
- Report on Major Capital Projects (DFC, APK and SWC): Contract Completion and Financial Risks
- Proposed UJ Event Risk Management Plan Guidelines
- Progress Report on the Protection of Personal Information at the UJ
- Business Continuity Management – 2015 and beyond
- Report on the Emergency Preparedness
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
  - Directorate: Advancement
  - Directorate: Library and Information Centre
  - Directorate: Internationalisation
  - Directorate: Information Communication Systems
  - Faculty of Art, Design and Architecture
  - Faculty of Economic and Financial Sciences
  - Faculty of Education
  - Faculty of Law
  - Faculty of Management
  - Registrar
- Noting the following Internal Audit Reports:
  - Internal Financial Controls
  - Compliance Maturity Follow-up Review
  - 2014 Enterprise Risk Management Status Review based on the previous report issued for the 2013 period
  - Student Residences
  - Employee Termination Procedures – Returning of Assets
  - IT Governance Review
  - Capital Projects Planning and Execution Review
  - Contract Management Review
  - Forensic Review of Overtime Claims
  - Network Design and Security Review
- Conducting an MEC RMC performance review for 2015;
- Noting the outcome of the 2014 performance review;
- Approving the Proposed Schedule of Business for the Risk Management Committee.

## **REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL**

### ***Composition***

The Audit and Risk Committee is a Council committee whose members are independent of the University Executive Management and free from any business or other relationship that could materially interfere with exercising their independent/objective judgment as member of the Audit and Risk Committee. The Committee consists of the following members:

- Chairperson of Council (ex officio);
- Chairperson of the Audit and Risk Committee: an external council member with proven financial expertise;
- At least three additional external members of Council, of which at least one has proven expertise in information technology governance, who are appointed by Council;
- The Vice-Chancellor and Principal;
- An external expert who is not a current member of Council, may be co-opted to the Audit and Risk Committee, as approved by Council;

- Invitees:
  - Deputy Vice-Chancellor: Finance;
  - One additional Deputy Vice-Chancellor nominated by the MEC;
  - The Registrar;
  - External auditors;
  - Internal auditors;
  - Executive Director: Financial Governance and Revenue;
  - Executive Director: Expenditure;
  - Representative from the Office of the Auditor-General of South Africa;
  - Senior Executive Director: Vice-Chancellor's Office.

### ***Meeting dates***

The Audit and Risk Committee of Council meetings were held on the following dates:

- 22 April 2015
- 5 August 2015
- 14 October 2015.

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

- Supporting and recommending to the Council, for consideration, the Audited Financial Statements for 2014;
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register;
- Supporting and recommending to the Council, for consideration, the revised Charter of the Committee;
- Supporting and recommending to the Council, for consideration, the Risk Management Implementation Plan 2016;
- Supporting and recommending to the Council, for consideration, the appointment of Sizwe Ntsaluba Gobodo (SNG) to perform the various agreed upon procedures and the statutory audits of UJ entities;
- Supporting and recommending to the Council, for consideration, the re-appointment of KPMG as internal auditors;
- Approving the external auditors Client Service Plan for the year ending 31 December 2015;
- Approving the proposed external audit fees for 2015;
- Approving the Three-Year Strategic Internal Audit Plan;
- Approving the proposed internal audit fees for 2016;
- Approving the External Audit Plan for the UJ Subsidiaries and Agreed Upon Procedure Audits;
- Agreeing that further engagement take place to ascertain the Key Performance Indicators to be used to determine if the UJ's benchmark performance was being met in terms of management and its responsibilities;
- Requesting that a review of the UJ's IT competency be undertaken, with a robust engagement to take place with the Directorate: Information and Communication Systems;
- Discussing and noting the following reports:
  - External Auditors Report to the Committee
  - Progress Report on the Review of the Information System Processing Environment
  - Information Technology Governance Update
  - Review of the Data Transformation from the ITS Integrator Version 1 to Version 3
  - Quarterly Overview of the DVC: Finance
  - Risk Management Implementation Plan 2015
  - Policy on Integrated Assurance
- Noting the Report on Factual Findings on the Agreed-Upon Procedures relating to the student and staff statistics of the UJ for the year ended 31 December 2014;
- Discussing and noting the following internal audit management reports:
  - Internal Financial Controls
  - Compliance Maturity Follow-up Review

- 2014 Enterprise Risk Management Status Review based on the previous report issued for the 2013 period
- Student Residences
- Employee Termination Procedures – Returning of Assets
- IT Governance Review
- Capital Projects Planning and Execution Review
- Contract Management Review
- Forensic Review of Overtime Claims
- Network Design and Security Review
- Noting the Internal Audit Progress Report;
- Discussing and noting the reports of the MEC Risk Management Committee meetings;
- Conducting an ARCC Performance Review for 2015;
- Conducting an MEC Corporate Governance Review for 2015.

## CONCLUSION AND WAY FORWARD

Based on the information provided in the report above, it is evident that Risk Management is an integral part of the strategic and operational activities of the University and not a standalone process driven by the MEC Risk Management Committee.



**JA van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance



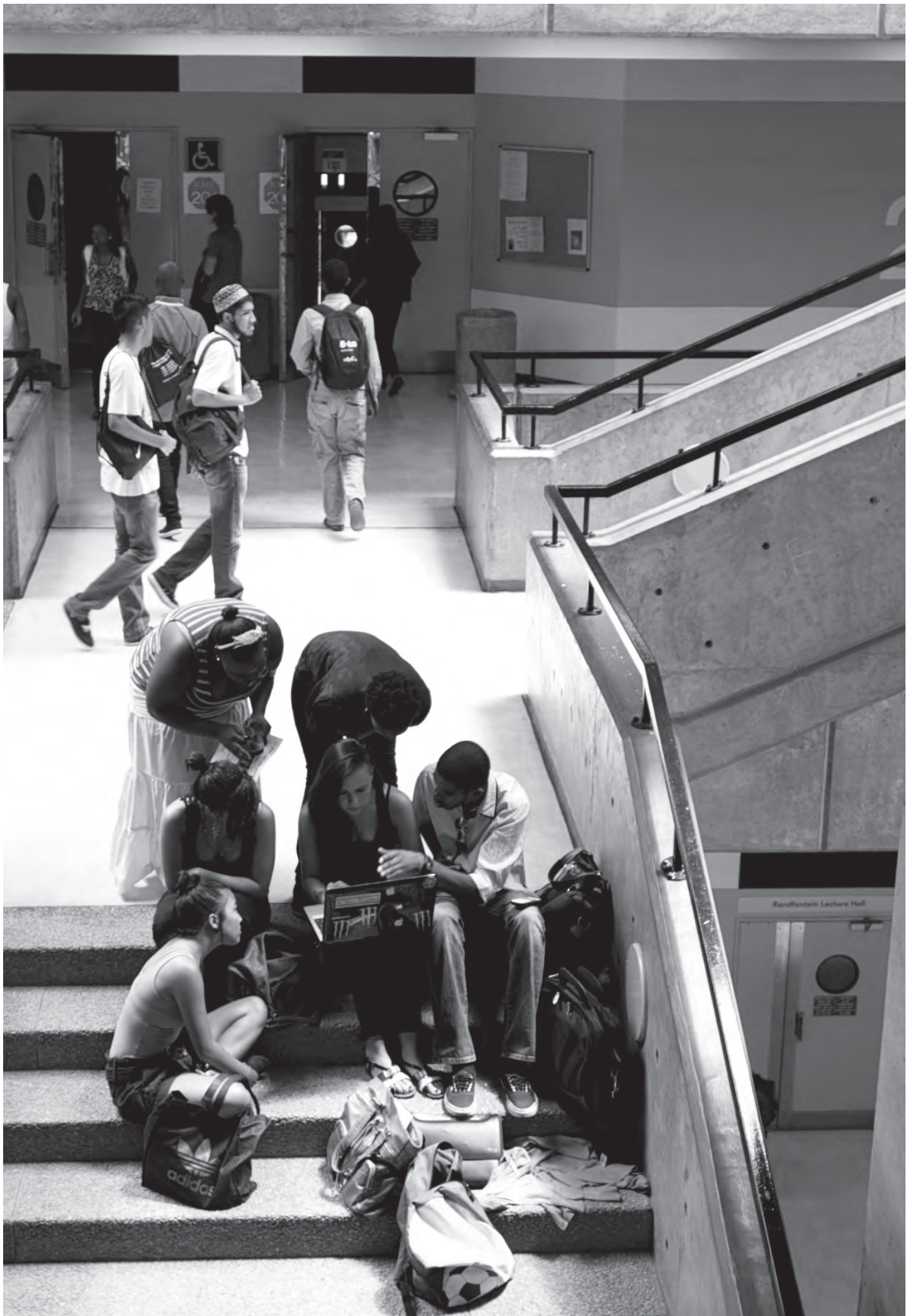
**Ihron Rensburg (Prof)**  
Vice-Chancellor and Principal



**JJ Njeke (Mr)**  
Chairperson: Council Audit and Risk Committee



**Roy Marcus (Prof)**  
Chairperson of Council





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# TRANSFORMATION

## OVERVIEW

The University of Johannesburg celebrated its 10th anniversary during 2015. Right from the inception of the institution in 2005, the University of Johannesburg embarked on a well-planned process to set the institution on the path towards transformation. This process contributed towards the success of the institution:

- The merger was a very well managed process. It included specific building blocks to ensure stability and buy-in from all constituencies.
- Strong emphasis was placed on transformational leadership, equipping the Executive Leadership Group to navigate change in the institution.
- A strong brand was developed and was well managed from the outset. For the past eight years, UJ has been nominated as the second strongest university brand in South Africa.
- The substantive merger process, which included the development of a new academic architecture, the design of an organisational structure and processes that were fit for purpose, and the appropriate placement of staff in the new structures, was deemed to be fair and equitable.
- As soon as the institutional structure was in place, the University Management focused on establishing an inclusive institutional culture that would contribute towards cultural integration and social cohesion. The first Culture Survey was conducted in 2008 and was repeated in 2010, 2012 and 2014.
- The results of the 2012 Culture Survey indicated that the University had dealt effectively with the merger-related issues and had excelled in many areas.
- UJ is widely seen as the best post-apartheid merged university, which is cosmopolitan in nature and has an inclusive character and culture.

All these institutional transformation processes and related initiatives contributed towards the creation of a unique institutional culture that lives up to our slogan of: *“Transformation through reconciliation – Together creating an inclusive and caring vibrant African city university.”*

### **National Transformation Agenda**

In terms of the broader Transformation Agenda, 2015 was a watershed year for higher education. The National Higher Education Transformation Summit took place in Durban in October 2015. Very specific outcomes were

agreed to and universities are expected to deal with these during 2016.

During this time, the “#FeesMustFall” student protest gained momentum and UJ was also affected. The problem was exacerbated when outsourced service workers joined the student protest to demand insourcing.

### ***UJ's response to the #FeesMustFall and the Summit***

The University established six task teams to address concerns that had been identified through various processes already in place in the University. The issues raised by the student protests, to a certain extent, had already been anticipated by the University. The task teams were constituted around:

- Leading change and building the legacy
- Talent leadership
- Student experience
- Financial sustainability of the institution
- Organisational re-design
- Global reputation management

Also responding to the crisis, Senate became active and four Senate ad hoc committees were established:

- Diversity, institutional culture and traditions
- Decolonisation of the curriculum, teaching and learning
- Protest and academic freedom
- Funded access to the University system and how UJ should position itself

In some cases, there is an overlap between the task teams and the Senate ad hoc committees. The latter will most likely merge with some of the task teams to be more efficient and effective.

### ***Insourcing of workers***

In terms of the insourcing of service workers, on 12 November 2016, the Vice-Chancellor communicated to staff the decisions that had been made. A University Insourcing Task Team was to develop an insourcing plan for UJ for execution during 2016.

## **INSTITUTIONAL TRANSFORMATION PLAN**

The Institutional Transformation Plan (ITP), initially approved in 2011, was at the start of 2015 aligned to the new Strategic Objectives 2025, and this aligned ITP was approved by the MEC on 21 April 2015. ELG members were requested to align their faculty/divisional ITPs accordingly.

Transformation at UJ is coordinated by the Transformation Unit; however, with transformation embedded into UJ, many other divisions and units contribute substantially.

This report will first discuss the role of the Transformation Unit in the Institutional Transformation Plan; then draw together the wide range of institutional activities from 2015 under the five themes of the Institutional Transformation Plan; and subsequently focus on health and wellness at UJ, and lastly on disability related support and activities.

The following five themes in the ITP and the initiatives aligned to them will be discussed in detail below:

- Institutional culture
- Transformational leadership, governance and management
- Academic excellence
- Employment equity
- A student-centred and caring institution

## **THE TRANSFORMATION UNIT**

The Transformation Unit has been in existence for the past five years. Prior to the establishment of the Unit, the Head of the Unit, together with the DVC Strategic Services, had been responsible for the Cultural Integration



Project. The work of this project showed the necessity of establishing a dedicated unit responsible for transformation. The Management Executive Committee (MEC) approved the proposal submitted in 2010 and the Unit started operating in January 2011. The first task was to develop the Institutional Transformation Plan, which was approved by Council on 22 September 2011. The Unit consists of two full-time employees and one temporary employee.

### **Purpose**

The purpose of the Unit is to coordinate institutional transformation processes and related initiatives that contribute towards the creation of a unique culture in support of the UJ Vision, Mission, Values and Strategic Objectives and the achievement of Global Excellence and Stature. This is achieved by promoting the transformation agenda of the University of Johannesburg, which seeks to endorse and foster a multiplicity of values, beliefs, and intellectual and cultural viewpoints.

### **Strategic Objectives 2025**

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

- Facilitating the implementation of the five themes and the initiatives discussed below as identified in the Institutional Transformation Plan (which is aligned to the UJ Strategic Objectives 2025);
- Navigating a cultural transformation that is inclusive and where people from all over the world and of diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust;
- Fostering a leadership culture that creates a shared direction, shared values and alignment and commitment to transform the institutional culture in ways that will support global excellence and stature (GES);
- Advancing the transformation agenda in all UJ environments through creating awareness and playing an advocacy role;
- Supporting DHET and HESA projects and significant days/events to promote social cohesion and inclusion, and to promote human rights (see events and projects under Institutional Culture).

## **THEME 1: INSTITUTIONAL CULTURE**

Since its inception, UJ has committed itself to creating an enabling institutional environment and culture that is inclusive and affirms diversity by reflecting the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis. Its students and employees are as diverse as the society it serves. UJ believes that innovation is best nurtured within the institution when people from diverse cultures, perceptions, convictions and opinions meet in a spirit of mutual understanding and trust. The result is an unleashing of the potential inherent in the very diversity of its student, academic and administrative profile, to achieve sustained excellence in the execution of its core functions.

Our Ten Year celebrations provided time for reflection on and self-examination of our first decade. At the end of 2014, we undertook our fourth Culture and Climate Survey and, once again, scrutinised our culture and practices. This was important because we needed to lay the foundations for building our legacy at the start of our second decade.

Much of the work being done by the Transformation Unit deals with the institutional culture, which covers a broad range of aspects as reflected below.

### **Institutional surveys**

#### **Institutional Culture Survey**

The analysis of the 2014 Survey results was completed and submitted to the Management Executive Committee (MEC) on 14 January 2015. Twenty-eight reports were produced for the Executive Leadership Groups (ELG), which included:

- Institutional Report

- Faculty Reports
- Faculty Comparison Report
- Divisional Reports
- Divisional Comparison Report
- Campus Reports
- Campus Comparison Report

Some ELG members, who requested additional information, were also assisted and various domain specific reports were compiled.

The results of 2014 Culture and Climate Survey showed that the University had much to celebrate. Positive progress had been made in many areas since the first survey conducted in 2008. It is evident from the results that UJ had established a strong culture over the past ten years and that employees were generally happy working at UJ. In developing the 2014 Culture Survey Questionnaire, the decision was made to change the composition of the questionnaire by omitting questions that related to the merger phase and to include questions that focused more on the existing “culture” (i.e. the way we do things at the UJ) and “climate” (i.e. the way we feel about things at the UJ).

The 2014 Survey highlighted some areas of concern that then received dedicated attention in 2015, with the goal of building still higher levels of trust in the institution. An Improvement Plan was developed and submitted to the MEC for approval. Similarly, in March 2015, ELG members were requested to submit improvement plans.

The success of these improvement measures will be evaluated in due course by means of the 2016 Culture Survey.

### **Student Satisfaction Surveys**

The Division of Institutional Planning, Evaluation and Monitoring (DIPeM) annually conducts undergraduate and postgraduate student satisfaction surveys to provide insight into how students experience a variety of aspects of student life. Analysis of responses helps to pinpoint processes, services and performance in both academic and service or support domains where improvement is called for. Proposed future action in this regard is to ask faculties and divisions to provide feedback about actions that have been taken in response to issues raised by students and to publicise these institutional responses on the website.

The outcomes of the two surveys show that UJ students, in general, experience the University as being positive and addressing their academic needs. The only real concern is that postgraduate students hold the view that more can be done in terms of supportive supervision.

### ***Creating a University that is characterised by dialogue***

The University provides many opportunities for dialogue to take place, and all faculties and divisions organise such events throughout the year. The following are some of the events, including annual events, organised by the Transformation Unit.

#### ***Open Conversations***

##### **Screening of the film “*Soft Vengeance*”**

In 1988, Albie Sachs, a human rights activist, was nearly killed by a car bomb; he lost his right arm and was blinded in his left eye. In the documentary film based on his life, *Soft Vengeance*, and screened by the Transformation Unit in the Con Cowan Theatre in February this year, he says: “To wake up without an arm but to feel joyously alive, to learn to do everything – to sit up, to stand, to walk, to run, to write again. Every little detail became a moment of discovery and breakthrough. I had an absolute conviction that as I got better, my country got better”. We were fortunate to have Albie Sachs present at the screening together with the producer of the documentary, Abby Ginzberg from the USA. This provided the opportunity for students to engage with him personally. When students asked his advice on what kind of struggle they should focus, he told them to discover their own struggles and to do things differently but to learn from those who walked before them.

### **Book Launch and Conversation on “Being at Home: Race, Institutional Cultures and Transformation at HE Institutions”**

The book launch was undertaken in collaboration with UKZN Press and the UJ Library. Two hundred students, staff and community members attended this conversation. This was a very relevant topic for discussion, especially after the release of the results of the culture survey. The topic generated much conversation and staff and students shared numerous personal experiences, some positive, some not so positive.

Due to the interest from the audience in this topic, it was decided to provide more opportunities for staff and students to engage with it and the theme for the annual Diversity Week became – “My UJ, My Home”.

### ***Commemorating national and international significant days***

The Transformation Unit identifies significant days in the beginning of every year and then partners with other stakeholders to develop programmes around these. Faculties

also present debates and book launches in collaboration with the UJ Library that address topics such as human rights, democracy and other aspects linked to national and international significant days.

### **International Mother Language Day 21 February**

The Transformation Unit had meetings with the Head of the Language Unit to discuss common opportunities for future collaboration on transformation-related issues. The Transformation Unit supported the Language Unit by placing its poster and information about International Mother Language Day on its Facebook page.

### **Human Rights Day 21 March**

To create awareness about Human Rights Day, the Transformation Unit partnered with UJFM. We asked Prof David Bilchitz from the Faculty of Law to be a special guest on a programme to discuss Human Rights, aired on 20 March 2015.

The Transformation Unit also printed and distributed 10 000 Human Rights flyers at the gates on all four campuses. A2 posters of the same flyer were printed and distributed to faculties and divisions. Posters are available on request.

### **International Day for the Elimination of Racial Discrimination 21 March**

Our commemoration of this Day coincided with the Open Conversation on “Race, Institutional Cultures and Transformation at HE Institutions” (discussed above).

### **Freedom Day 27 April**

The Transformation Unit, in collaboration with the Techno Lab (FEBE), produced a video on the significance of Freedom Day. Students (selected at random) were interviewed to share their views on the meaning of Freedom Day. The video was made available on the Transformation Unit Facebook page and YouTube page.

### **Youth Day 16 June**

16 June 1976 was a major turning point in South African history. The protests by Soweto school children on that day marked the beginning of a new militancy in the struggle against apartheid. South Africa would never be the same again.

To commemorate this day, the Transformation Unit partnered with the Apartheid Museum and the UJ Library. An exhibition done by the Apartheid Museum in 2006 on the work of Mr Peter Magubane was obtained from the Museum (with special permission by Mr Magubane). The Exhibition was available for viewing in the UJ Library until September 2015.

### ***Universities South Africa (USA) National Campaign – The Right to Equality***

The Right to Equality Campaign was announced as an imperative by Universities South Africa, via the Transformation Strategy Group (TSG) and the Transformation Managers Forum (TMF), with all institutions

requested to join in by demonstrating united action on the theme “the right to equality”. The Common Campaign Initiative was first proposed in 2013 by the TSG, with the theme for 2014 “20 Years of Democracy”. The aim of such initiatives is to allow the university communities to express themselves around this imperative, and to celebrate significant achievements, experiments and challenges facing the sector in this regard. Equality includes the full and equal enjoyment of all rights and freedoms and is the foundation of human rights.

### **The Right to Equality activities at UJ**

Communication informing both UJ staff and students about the campaign was circulated on all platforms. For both staff and students, the Transformation Unit proposed the following activities, prior to and on the day of the event:

- **Before the event:**
  - > Students from all four campuses registered to compete in a competition to address the theme of “The Right to Equality”.
  - > Staff from all environments at UJ were requested to set aside time to discuss what “the right to equality” means to them and to present their understanding in any form of art/painting etc.
- **During the event:**

On 11 August 2015, student volunteers from FADA were visible on all campuses to initiate graffiti art, using chalk. The idea was to invite every student to take part in continuing with what the artist from FADA had started. This was a successful initiative. The overall winner of the campus competition was the Soweto Campus. A picture of all four products was framed and given to the libraries of the four campuses for display.
- **Student Competition**

Students were asked to post their products on the Transformation Unit’s Facebook page. From those received, the top three (those with most ‘likes’) were selected for further judging. The winner was then announced on the Facebook page and a small event was held at the Transformation Unit office on Friday 2 October to present the winner – Ms Susan Ledodo Thobejane, a second-year Humanities student – with an iPad.

### **Workshops**

#### **HESA Regional Transformation Workshops**

Very successful Regional Transformation Workshops were conducted during February and March 2015. These Workshops were jointly hosted by the HESA Transformation Steering Group (TSG) and the Transformation Managers’ Forum (TMF). The project was financially supported by the DHET’s National Skills Fund. The UJ Transformation Unit hosted the second workshop during February 2015.

The focus of these workshops was on transformation in the teaching and learning of African languages and mathematics. As requested in Circular 28/2014, sent to Vice-Chancellors in November last year, institutions nominated academics from the two disciplines and other relevant staff members to participate in the workshops. The response from universities was excellent, yielding on average 50-60 participants in each of the workshops. A range of novel ideas was generated around new practices and models to promote transformative breakthroughs in the teaching and learning of African languages and mathematics at universities.

At the UJ workshop, hosted by the Transformation Unit, Prof Gordon Zide, DVC Governance and Organisational Transformation of the Vaal University of Technology, delivered the opening address. According to Prof Zide, the aim of these workshops was to demystify the notion that mathematics was a difficult subject and to reconstruct a new landscape for the teaching of African languages (teaching, learning and embracing African languages as a social construct for social cohesion, social justice, transformation and equity). The hope was to raise the bar and to come out with tangible recommendations to address these two academic challenges.

There was a resonating consensus that these workshops were critical, that coalitions of change had been built and that the dialogue had to continue.

The UJ Transformation Unit, together with Ms Tumi Mketi, Senior Executive Director in the Office of the Vice-

Chancellor, had a follow-up meeting with the UJ delegates to look at a way forward that would include staff from other disciplines.

### **Diversity, Race and Transformation Workshop**

The three-day workshop held on 3 to 5 June 2015 was facilitated by Prof Mellisa Steyn and Ms Rejane Williams from Wits University and Ms Nazeema Mohamed, an independent consultant. The workshop targeted UJ staff in senior management positions. We had 21 delegates for the workshop. Its aim was to enhance their competence to engage, address and facilitate the difficult issues of diversity, notably race and social justice in institutions.

The modules combined theory and practice to encourage critical engagement with our social context and historical legacy and to explore how these shape the challenges posed by issues of race, diversity, transformation and social justice in organisations.

### **Staff Day**

From its inception in 2010, the Staff Day event has proved to be the time for UJ community and particularly staff members to interact with one another in a fun way. The focus of this year's Staff Day was slightly different from previous years, where staff had competed in sport and various games. Instead, the 2015 event celebrated the 10 years of UJ's existence, by means of an outdoor event that took place at the Fountain Area (APK Campus) on Friday, 29 May 2015.

Approximately 1 700 UJ employees flocked to the Kingsway Campus to take part in this year's event – with buses transporting staff from the other three UJ campuses (Bunting Road, Doornfontein and Soweto). Staff shared meals and were mesmerised by the soulful live music offering by the world-renowned Soweto String Quartet.

As in previous years, the Vice-Chancellor, Prof Ihron Rensburg, gave a brief talk where he highlighted the remarkable milestones and successes that the University of Johannesburg had achieved in the 10 years of its existence; staff also used this event as an opportunity to interact with the Vice-Chancellor. Prof Rensburg thanked all staff members in attendance for a collective job well done over the past decade.

Also important to note, staff members donated toiletries to the 555 Student Fund Campaign initiative and a percentage of their food vouchers (which was later converted to the value of just over R4 000) to the Student Fund Campaign, which provided for less privileged UJ students.

### **Diversity Week**

Since its inception in 2010, Diversity Week at the University of Johannesburg has become a time for the UJ community to reflect on its progress and challenges as far as the transformation agenda is concerned. This is done through different, highly topical themes that are carefully conceptualised by the project team, which brainstorms this event every year. In many instances, the Diversity Week theme follows up on issues that the Culture Survey, conducted every two years, reveals as areas that need attention.

The focus of Diversity Week is primarily to celebrate the increasing diversity of the UJ community in the past 10 years of its existence and to raise awareness of current issues that are impacting on the world's diverse people, groups and communities. The activities planned for each Diversity Week are aimed at encouraging the University community to engage in debate and dialogue about issues raised by the increasing diversity of our communities and the impact of globalisation.

The Diversity Week for 2015 was held on 14-18 September 2015. This year's theme was *"My UJ, My Home"*, which linked to the results of the Culture Survey. In terms of this year's theme, staff were encouraged to interact with one another and have a conversation about whether or not UJ was their home, in other words, to share their personal experiences of being at UJ. This theme was addressed from different perspectives. The table below shows the different programmes that took place in the various environments of the University. Each programme will be discussed in terms of highlights and challenges.

**Table 6: 2015 Diversity Week events**

DATE	EVENT	VENUE	CAMPUS
Monday, 14 September 2015	Screening of the film "Life in Progress" by Irene Loebell	Council Chambers, Madibeng Building	APK
Tuesday, 15 September 2015	A Conversation on "My UJ, My Home": How far have we come – how far to go?	Council Chambers, Madibeng Building	APK
Wednesday, 16 September 2015	"A Story of Hope" Photographic Exhibition	FADA	APB
Thursday, 17 September 2015	Language Debate	Council Chambers, Madibeng Building	APK
Friday, 18 September 2015	UJ World AIDS Day	Fountain Area	APK
	FADA/IOHA Exhibition	FADA Atrium	APB
	International Festival	Fountain Area	APK
	DARE (Disability) Talent Show	B Les 100	APK

**Screening of "Life in Progress"**

The screening of the "Life in Progress" film on 14 September 2015, further consolidated the "The Right to Equality" theme that Universities South Africa (the former HESA) had proposed as the Common Campaign for all South African universities for the month of August 2015. The screening was attended by about 20 students and staff members. Irene Loebell, the film producer (from Switzerland), facilitated the discussion at the end of the film. The depth of the discussion and the issues raised by students left her quite emotional and she felt that of all the places she had been to in South Africa, UJ students had engaged in discussion at a deep level. A similar comment was made by the producer of the "Soft Vengeance" documentary when she visited UJ at the beginning of the year.

**My UJ, My Home – The Conversation ("Hackatransformathon")**

This event was attended by 40 representatives from different UJ residences. The format of the conversation was extremely interactive from beginning to end. One of the students commented as follows on the mode of facilitation: *"The session was useful, mainly because of how it was conducted, it allowed a well facilitated discussion and expression of a variety of views, and it is also good that it was solution based rather than discussing the problem."*

The facilitators used a provocative, novel and potentially significant approach in ensuring that the student voices were taken into consideration as UJ continues on its transformational journey. This is very important in the light of what one of the students said, when reflecting on previous activities, *"I do feel that the topic of transformation tends to be approached from a one-sided view that intends to feed the students with information that the University wants the students to know so as to alter their view on the issue."*

The facilitators called the conversation at UJ "UJ Hackatransformathon", as it is customary to adapt the name to the context.

**Language Debate**

On Thursday 17 September 2015, the Language Unit hosted a Language Debate with Prof Prah as keynote speaker. Prof Prah is an African sociologist and anthropologist and Director of the Centre for Advanced Studies of African Society (CASAS) in Cape Town. The debate attracted a considerable number of UJ students and staff and representatives of media houses around Gauteng.

**"A Story of Hope"**

This was an exhibition of documentary photographs by first-year Communication Design students completed under the mentorship of lecturer-photographer, Antony Kaminju.

We live in a time when the human race seems to despair. Terrorism attacks, government corruption, climatic disasters, accidents and diseases, all these seem to be spreading. In this age when problems persist, the word 'hope' is full of contradiction as one person's hope can mean menace or defeat to others. Often one is tempted to turn a blind eye to much that is going on around us as images bombard us daily, through television, film, and the Internet.

However, carefully constructed images can make us pause and reflect on our understanding of self and reality in a serious way. With this in mind, first-year Communication Design students were tasked by lecturer-photographer Antony Kaminju with capturing images that tell a story of hope and human experience in their own immediate campus and Johannesburg environment. The exhibition 'A Story of Hope' presented the students' response to this task.

### **International Day**

The Division of Internationalisation hosted its annual International Festival on Friday, 18 September 2015.

### **Diversity Week Campus Days**

In addition to the generic programme above, campuses were also allocated a day to run their campus-specific Diversity Day. The reason for this was the realisation that each campus of the University of Johannesburg has a unique culture. It is that uniqueness that brings about a feeling of being 'home' for each and every UJ employee. For example, the APK Campus chose the "picnic" theme in order to engage staff in meaningful interactions with one another under the broad Diversity Week theme "My UJ, My Home". The APB Campus, on the other hand, decided on a braai. Every campus chose a different theme as a focus, in order to showcase the uniqueness of their campus culture.

### **Projects**

#### **Renaming and rebranding of residences and day houses**

The renaming and rebranding of 31 residences and day houses became a priority project for the Unit together with Student Affairs and Advancement.

The process has been a tremendous success. Following consultative meetings with student leaders, awareness and information dissemination on social media, internal communication channels and advertising in newspapers, the nomination process started on 2 June 2015 and closed on 24 July 2015. A total of 278 nominations (hard and soft copies) were received from 827 stakeholders. Names included 25 different languages, representing indigenous African and international languages.

A shortlist of names per residence was done by filtering all nominations against a list of criteria that had been agreed upon. The shortlist was submitted to the Naming Committee and all the nominations were scrutinised and screened by the Naming Committee Task Team. A list of three names for each area was compiled.

Stakeholders and students were invited to participate in public engagements on the three final proposed names, which were held on all four campuses. Nominees, each motivating his/her proposed name, as well as audience members, interacted with the panel.

The outcomes of the public debates were submitted to the Management Executive Committee (MEC) and the Naming Committee and the final recommendations served at Council for approval.

This first phase, the Renaming of Residences Project, was completed successfully. A project proposal for the Rebranding Process was developed and is now being executed. The signage for the new residences was completed by the end of the year.

### **Values Statement**

During 2014/2015, a task team further engaged with the UJ Values with the view of developing a Values Statement that would serve as a compass to guide us in our decision making, our actions and our behaviours towards our staff, students, service providers and the community we serve. Our Values Statement would reflect



our commitment to attaining our goal of Global Excellence and Stature. A consultative process took place and the final proposal was approved by the MEC in November 2015.

#### **Gender Programme – HeForShe Campaign (UN Women)**

The Unit together with Dr Corné Davis from Strategic Communication (Humanities) and Ms Mketi liaised and met with Dr Auxilia Ponga, representative of the UN Women Multi-Country Office, to explore the possibility of an MOU between UJ and UN Women. In this MOU, we were looking to partner around the broad women's agenda and gender equality. The HeForShe Campaign would be contextualised in this broader context of reducing gender-based violence and contributing to the empowerment of women.

The HeForShe Campaign would be used as a radical approach that would also include and empower men. Negotiations are still in progress. The aim is to attract and empower new supporters of gender equality – including many individuals who have never identified themselves as feminists; and to improve accessibility and relevance to men and boys within the reach and network of the universities.

#### **Transformation Unit Newspaper – The Transformer**

The first newspaper was launched at the end of July 2015. A total of 15 000 papers were distributed on all four campuses.

#### **Transformation Unit Facebook page**

Developing an interactive Facebook page was a priority project in 2015. The Unit's Facebook page has received very positive feedback in the recent social network audit done by the Advancement Division. The audit panel commended the Unit for good content. The page has close to 10 000 followers and receives continuous reviews daily.

#### **Transformation Unit Web Application – Let's khuluma, talk, praat**

The Unit worked with ICS to develop a secure and anonymous space to allow it to interact with staff and students on issues that need to be explored further. This will only become active in 2016.

## **THEME 2: TRANSFORMATIONAL LEADERSHIP, GOVERNANCE AND MANAGEMENT**

#### **Vice-Chancellor's Executive Leadership Development Programme (VCELDP)**

During 2014, 32 delegates from UJ participated in the Vice-Chancellor's Executive Leadership Programme (VCELDP). The team consisted of 24 Executive Leadership Group members and eight senior women from various domains in the University who were identified for further development. The aim of the project was to enhance individual, team and institutional leadership practices in the University, its community and internationally. During their visit to the National University Singapore (NUS) in 2014, the group met with Prof Shamdasani from NUS for a session on value-based strategies for growth.

A follow-up session with Prof Shamdasani took place at the Johannesburg Country Club on 27 July 2015. The focus was on institutional brand alignment with the desired outcomes to build a passionate and high-performance culture, thus enabling UJ to align its brand promise with its vision, mission and values.

#### **Women's Leadership Development Programme**

In March 2014, the Women Empowerment and Gender Equality Bill was passed in the National Assembly. The Bill called for the progressive realisation of at least 50% representation of women in decision-making structures. The aim is to improve women's access to education, training and skills development. UJ has committed itself to giving effect to this target and has set an example in higher education by appointing various women in leadership positions. To further support the aims of transformation and the empowerment of women, we have identified a need for a programme to develop women for leadership positions. The purpose will be to strengthen and cultivate female leadership and to equip women leaders with the right type of competencies to deal with the challenges that they face daily.

A proposal served at the MEC on 21 April 2015 and was approved. Phase I of the Implementation Plan (verification of programme intent, leadership framework and measurements) was completed and the aim is to have a pilot programme ready in 2016. Extensive consultation (internally and externally) took place in the last quarter of 2015 to assist with the design of the programme.

### **360° Leadership Development Assessment Project**

One of the proposals in the Culture Survey Improvement Plan was to conduct a 360° Leadership Development Assessment in 2015, which was approved by the MEC. In July 2015, criteria for the 360° Leadership Development Assessment Project were developed and four service providers were asked to submit quotations based on the criteria provided. The successful service provider was appointed. In response to the MEC recommendation, the preliminary work was done in the last quarter of 2015 and the assessments will take place in 2016.

### **Coaching Project**

This is an ongoing project for ELG members. Seven ELG Members have been on the programme with the Coaching Centre since last year, and most have completed their programme.

## **THEME 3: ACADEMIC EXCELLENCE**

In its Strategic Objectives 2025, the University of Johannesburg highlights the importance of achieving academic excellence at UJ. This theme is obviously addressed by all faculties and divisions that support the academic project. The Division for Institutional Planning, Evaluation Monitoring (DIPeM) scrutinises all proposed new academic programmes to ensure their quality, relevance and appropriateness. The Division is engaging substantially with a project to transform existing curricula for a postcolonial era and a sustained focus on national and continental priorities.

Several new initiatives were begun in 2015, specifically by the Division for Academic Development and Support (ADS). These included a UJ Winter School aimed at enriching staff, students and the general public. In conjunction with several senior academics, ADS also coordinates and monitors the Accelerated Academic Mentoring Programme (AAMP), which was initiated to advance the professional development of black and female academics. This was another new initiative for 2015. In addition, senior tutors and assistant lecturers are all selected, trained and monitored by ADS, which administers the employment process in conjunction with the Deputy Vice-Chancellor: Academic as part of the institution's drive for excellence in the global context.

The Unit for Professional Academic Staff Development (PASD) (within ADS) is intimately involved with promoting and achieving academic excellence in teaching and learning. It provides a series of workshops and seminars on developing innovative approaches to teaching, which includes emphasis on teaching a diverse student body and achieving a better understanding of student needs. In addition, PASD works with academics who are preparing for promotion, advising them on how to assemble and present their teaching portfolios. The Postgraduate Diploma in Higher Education developed by PASD was approved and will be offered in 2016.

The Division of Institutional Planning, Evaluation and Monitoring (DIPeM) also contributes significantly to this theme by using the extensive student database, HEMIS, to monitor critical trends in student performance, including success rates, time to completion and dropout. These analytical reports make processes visible that could otherwise remain relatively hidden, and enable faculties to identify areas that require intervention and action.

### **Success rates**

UJ's objective of giving students access to excellence, no matter what their background, has been enacted through significant investment in a variety of strategies to support students upon entry into the University and throughout their studies. The success of these strategies is borne out by the dramatic increase in module completion rates (success rates) for undergraduate (UG) students from 74,9% in 2009 to 85,3% in 2015. In particular, UJ has committed to giving poor students access to the best possible educational opportunities and its success in this endeavour is borne out by analyses that show that undergraduate students with NSFAS awards are generally performing at a higher level than all other UG students.

A significant transformation objective in this context has been to narrow the gap between the success rates of UG students from different population groups, which stood at 10,3% in 2009 and was reduced to 4,5% in 2015. Students from all population groups are performing at higher levels than in 2009, but most important is that levels of performance are beginning to equalise. In terms of gender, female students outperformed their male counterparts by 4% in 2009 and increased their lead to 5,1% in 2015.

### ***Dropout***

The use of cohort analyses has enabled the Division to provide Deans and HODs with information about dropout trends for different qualification types over a number of years. The highest levels of dropout occur from Year 1 to Year 2 and it is here that interventions are likely to be most effective by identifying students who are struggling academically and, even more critically, those who are academically successful, but in danger of cancelling their studies because of financial difficulties.

The Academic Development and Support Division's transformation efforts in terms of addressing dropout issues are done through intensive research and resulting interventions. For instance, in order to address the three interrelated concerns of student dropout, throughput and success, the Academic Development Centre (one of the three centres that constitute ADS) will implement the Intensive Revision Programme in 2016 and onwards to assist students who qualify to prepare for their supplementary assessments.

ADS partners with UJ faculties and other support divisions to ensure that our students have an enriching and rewarding higher education experience and that staff are supported and developed to fulfil their important role in the process.

Further similar interventions include, among others:

- The UJ English Language Programme – conceived as a means of assisting international students in adapting to the demands of using English for academic purposes, and in its new guise providing a varied level of support to these students.
- The First Year Experience and Senior Student Experience initiatives and their university-wide committees.
- The development of distance education offerings in conjunction with academic partners.

ADS further emphasises UJ's academic excellence perspective through its involvement in the Resident Academic Advisor Project, the First Year Seminar (UJ's orientation programme), and through the training it offers to all tutors employed by the University. Additional support is provided by the Writing Centres from first year through to postgraduate studies. All services provided to students are free and are delivered with professionalism, respectful understanding of our student body and aimed at their psycho-social and academic success. All interventions are supported by relevant research to ensure that the most appropriate models and systems are in place.

## **THEME 4: EMPLOYMENT EQUITY (DIVERSITY MANAGEMENT)**

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

- Primarily recruiting well-qualified employees from the designated groups.
- Providing employees with real opportunities to learn, grow and develop in a supportive and nurturing environment.
- Ensuring that the principles of equity, anti-discrimination and diversity are embedded in all employment policies and procedures as enshrined in our Constitution and in the Employment Equity Act.
- Creating an accessible and accommodating environment for employees living with disabilities, which also includes enhanced recruitment of people living with disabilities.

### ***Employment equity profile***

The following 2015 achievements in terms of employment equity targets are worth noting:

- The target of 60% set for overall new black appointments was surpassed with an achievement of 75,82%.
- The ambitious target for a black academic staff complement of 37% was also surpassed with an achievement of 37,06%.
- The target for the appointment of new black academic staff was set at 70%. The outcome was 82,69%.
- The quantum leap in this regard is reflected in the progress made in moving the composition of black academic staff from 32,93% in 2012 to 37,06% in 2015.
- The target set for foreign nationals was 12% and UJ surpassed this target at 13,83%.
- The target set for employees with disabilities was 1%, but UJ only achieved a 0,91% composition. This may actually reflect an underreporting because some members of staff are reluctant to disclose their disability despite several awareness campaigns.

Table 7 below highlights the overall employment equity headcount profile.

**Table 7: Permanent and fixed-term EE profile of faculties and divisions as at 31 December 2015**

Employee Category	Black		White		Foreign National		Total	
	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion
Academic and support staff in faculties	749	46,06%	715	43,97%	162	9,96%	1 626	51,08%
Support staff in divisions	1 179	60,57%	362	23,25%	16	0,90%	1 563	49,98%
<b>Total</b>	<b>1 928</b>		<b>1 077</b>		<b>178</b>		<b>3 183</b>	<b>100%</b>
<i>Proportion of Institutional Total</i>	60,57%		33,84%		5,59%		100%	

An area of concern is the fact that although the overall staff complement indicated an increase in the appointment of black and international staff in 2015, the staff turnover for black academic employees also increased year on year.

### **Academic promotions**

The institutional target for promoting the academic cohort was not achieved. However, there was a 6,6% growth in the number of professors and associate professors, increasing from 226 in 2014 to 242 in 2015 and comprising 17% (41/242) black and 37,19% (90/242) female.

## **THEME 5: A STUDENT-CENTRED AND CARING INSTITUTION**

This theme is addressed at various levels within the institution and the aim is to provide the right opportunities for students to have a distinctive UJ experience that will prepare them for life beyond their studies and that will encourage a positive lifelong relationship with the University.

A task team established in 2015, the Student Experience Project – Transforming UJ systems, processes and spaces to provide the preferred student experience, met several times during 2015 and considered the student life cycle from the recruitment phase right through to graduation and how the alumni interact with the University. This project will be concluded in 2016.

### **Contributions by Student Affairs Division**

#### **Placement of first-year students in University residences**

In an effort to support the University's strategy to improve student success rates and student retention, Student Accommodation and Residence Life (SARL) made strides to implement the targets set by the Admissions and

Placement Policy in terms of accommodating first-year students within University residences.

The Annual Report by Student Affairs provides comprehensive information on achievements made in 2015. This report highlights some of these achievements:

- SARL exceeded the 10% policy requirement as postgraduate students accounted for 11% of the overall residence students.
- At the campus level, postgraduate students accounted for 16% in APK, 18% at APB, 1% at DFC and 3% at SWC of all residence students.
- Of this category, 0,5% were postdoctoral research fellows (33 of the 731 postgraduate students in residences).
- For the first time, certain residences (Goudstad, Mayine (Broadcast Court), Gloucester, Thomas Sankara (Student Town), Admin Flats, Faranani (Melrose Place), Akanani (Sunvalley), and Robin Crest) were dedicated to housing postgraduate students. All these houses established house committees and as a consequence postgraduate student participation in organised student life has improved.

The following table provides details of student accommodation statistics.

**Table 8: A summary of key student accommodation statistics**

	Category	2014 Numbers	2015 Numbers	Comparison
<b>Applications for residence</b>	Total number of applications for residences	17 650	18 882	6,9%
<b>On-campus accommodation</b>	Total number of beds available in on-campus residences	6 604	6 505	-1,5%
	Total number of beds occupied	6 539	6 477	-0,95%
<b>Off-campus accommodation</b>	Total number of beds available in accredited off- campus accommodation	11 289	12 955	14,7%
	Number of off-campus beds occupied	10 750	11 898	10%
<b>Distribution of residence students per level of study</b>	Number of first-year students in residences	1 943 (29%)	2 025 (31%)	2%
	Number of senior students in residences	3 676 (56%)	3 724 (57%)	1%
	Number of postgraduate students in residences	920 (14%)	728 (12%)	-2%
<b>Distribution of residence students per origin</b>	Number of local students in residences	6 212 (95%)	6 047 (93%)	-2%
	Number of international students in residences	327 (5%)	430 (7%)	2%

Black students accounted for 82,8% of the overall students enrolled at UJ, while 3,2% were Coloured, 4,5% were Indian and 9,5% were white. The racial distribution of students in residences reflects a comparable demographic pattern with 94,1% black, 2% Coloured, 0,9% Indian and 3% white students.

#### **Academic performance of residence students**

The academic performance of residence first-time entering students was once again better than that of the non-residence first-time entering students by 5,3%. The 2015 students performed better than the 2014 students by 2,6%. Although the male first- time entering students in residences did better than their 2014 peers by 5,1%, they still achieved a lower success rate than their female counterparts who beat the 2014 success rate for females by

0,4% to reach an average of 89,2%. Worth noting is that the female students outperformed the male students in both years.

### **Training and development opportunities for student leaders**

A number of student leadership and development opportunities were available for student leaders. These ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations, and student assistantship positions in the student newspaper, the *UJ Observer*. Forty-nine SRC members served during the 2015 academic year.

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

- Induction Programmes for the Student Representative Council, RAG and *UJ Observer* were conducted on 7 to 9 January and 23 January 2015.
- A Leadership Skills Development Programme for Student Representative Councils was conducted in conjunction with the National Student Leadership Academy on 24 to 26 July 2015.
- The Financial Literacy Programme for student leaders was conducted on 7 May 2015.
- Induction of societies was conducted on 10 to 14 March 2015.
- A programme on writing and presentation skills was jointly conducted with the Academic Development Centre for student leaders on 23 April 2015.
- A workshop on the Student Development Social Change Model was conducted on 10 March 2015.
- SRC members attended a Change Management Workshop on 17 to 19 April 2015.

Student Affairs also hosted a delegation of student affairs practitioners and student leaders from the US, which gave UJ student leaders the opportunity to engage with and learn from their international counterparts.

International students enrolled in UJ were also encouraged to participate in organised student activities. Approximately 300 (11% of enrolled) international students participated in student societies such as Golden Key, AIESEC, Angola, Congolese, Kenyan and Zimbabwean student associations.

### **Risks identified**

Student Affairs identified some of the following risks and developed mitigating strategies to address some of these issues:

- *Risky student behaviour* – The Risky Student Forum was revived and working guidelines were developed with stakeholders. Through collaborative efforts of the stakeholders programmes, like Kwanele: zero tolerance to gender-based violence, and anti-drugs and alcohol programmes were implemented.
- *Discrimination against and alienation of students* – Student Ethics continued with programmes addressing social cohesion and diversity programmes, such as lesbian, gay, bisexual, transsexual and intersexual (LGBTI), xenophobia and cultural diversity. Awareness campaigns and conversations on diversity with student leaders were intensified.

### **Contributions by UJ Arts and Culture**

Arts and Culture's full report is contained in the report of the Faculty of Art, Design and Architecture in this Annual Report.

Arts and Culture contributed significantly to enriching the study experience of UJ students. Students participated in a range of activities within the ambit of UJ Arts and Culture:

#TOYITOYI was a student dance work featuring student finalists from the 2014 UJ Can You Dance? Competition which debuted at NAF and returned to the UJ Con Cowan Theatre for a Johannesburg season.

HORROR STORY by Greg MacArthur was directed by Alby Michaels for the Student Theatre Festival at NAF and featured UJ students Ebenhaezer Dibakwane and Sheraad Jacobs. The production returned to the UJ Con Cowan Theatre for a limited run in August.

Nolwazi Sikonela, a second-year UJ Building Science student, and Reggie Nkosana Hufkie, a fourth-year Transportation Management student, were crowned the winners of the 2015 *UJ Can You Dance?* and *UJ Can You*

*Sing?* respectively. Prizes included cultural bursaries, branded UJ gear, UJ gym memberships, artist management contracts, iPads and, of course, bragging rights. The winners also won a one-year artist management contract from Andre Dellow of the Fourth Wall Agency.

The DFC Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs and the residences and day houses, in order to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts and Culture provided input and support to the SRC cultural groups and societies

The SWC Cultural Office worked closely with the campus faculties, the Memorial Services Committee (HR), SRC, UJ Language Unit, Student Accommodation and Residence Life, UJ Sport, Alumni Affinity Group and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, for example, Soweto high schools, Maponya Mall, Soweto Theatre and City of Johannesburg.

In partnership with the Johannesburg Correctional Services, Arts and Culture in conjunction with various stakeholders launched 'Cult Attainment', which aims to use performing arts with the inmates as a means of expression for the incarcerated and as a means of exposing UJ students to the consequence of criminal activity and risky social behaviour. Leeuwkop and Boksburg Juvenile sections were targeted.

The UJ Choir performed at 22 graduation ceremonies reaching an audience of approximately 12 000 people. The Choir also undertook a European tour. The Unijoh Chorale based on the Soweto Campus complemented the Kingsway-based choir. Together they ensured that a range of events including graduations ceremonies, campus lunch-hour concerts and performances in the local community, fly the UJ flag.

Those interested in hands-on experience of aspects of Arts and Culture on campus participated in "PAC" (Passports to Arts & Culture). Activities included marketing, crewing, ticket sales, flyer distribution and flash mobbing. Most of these students were also directly involved in, or performed in, UJ drama or productions and the remainder were those passionate about arts and culture, but who were unable to be more directly involved due to academic pressure. PAC crew members were rewarded with cultural bursary points, which went towards paying their fees.

### **Contributions by UJ Sport**

UJ Sport contributes to enriching the student friendly learning and living experience of students through the residence leagues, which enabled students to experience fun, relaxation and recreation in the same space and environment where they study. The sport activities and events hosted allowed all students to be involved, either as participants or supporters.

### **Sport for Students with Disabilities (SSD)**

In line with the strategic goal of holistic participation for persons with disabilities, sport for students with disabilities at UJ is actively encouraged and supported. The National Sports Plan encourages inclusive participation of all athletes and, in response to this, UJ has a dedicated club, the SSD, which focuses on driving this vision.

Further information is found below in this report, in the section headed Disability Related Support and Activities at UJ.

### **Internal leagues and recreational sport**

Internal leagues are continuing to grow within UJ. The internal leagues serve as a feeder and talent identification platform for the UJ teams. Internal league participation grew by 10% from 1 575 students in 2014 to 1 744 students in 2015. Eleven different sporting codes events were hosted by internal leagues, which included recreational codes like Bowling, Table Tennis and Chess.

In the residence leagues, the Sport Residence of the Year winners were, respectively, Benjemijn Ladies Residence and Oppierif Male Residence.

Sports days were held at both Soweto and APK Campuses



## FOCUS ON HEALTH AND WELLNESS AT UJ

The responsibility for Health and Wellness fall within the ambit of the Registrar. The units provide services to staff and students that contribute towards the overall campus culture and climate and improve the student experience at UJ. It consists of the Occupational Health Practice (OHP), Primary Healthcare (PHC) and the Institutional Office for HIV and AIDS (IOHA).

### **Occupational Health Practice**

This Unit focused very effectively on the following mandates during 2015.

- Occupational Health Risk Assessments (legal mandate)
- Medical Surveillance Programme (legal mandate)
- Food safety monitoring (legal mandate)
- Executive resilience programme
- Event *medical risk* assessment and resource allocation (legal mandate)
- Disaster medical risk management (*Triage plan* in the UJ Emergency Operations Plan)
- Travel health governance

### **The Institutional Office for HIV and AIDS (IOHA)**

The key achievements for IOHA this years were the following:

- Mass testing campaigns were successfully done in March, May and August. In line with the strategy to create a testing culture in the UJ community, a partnership was established with a Muslim NGO, MAP (Muslim Association Programme), which is funded by DOH, to do a pilot two-day weekly testing at APK since May and SWC since July. A total of 8 093 students and staff were tested compared to 7 442 in 2014.
- The condom distribution process at campuses, residences and Campus Health has been streamlined. A total of 798 000 male condoms were distributed, exceeding the target and 2014 distribution by 371 150 (87%). Female condoms were distributed for the first time in 2015. A total of 12 500 were distributed.
- The Peer Education Programme (LINK programme) was expanded to include an appreciation certificate on completion. In 2015, around 120 students joined the programme, with 86 remaining active in the programme by year end. Peer educators initiated several residence engagements, provided an active citizenship workshop to second-year FEFS students, conducted sustainable community engagement with I Care in Brixton and Carl Sithole Children's Home in Soweto, and participated in the 'Do it Right' Campaign on all four campuses.
- Collaboration with faculties, residences and other support divisions (Student Affairs, Library, Campus Health and residences) improved much in 2015, which resulted in enhanced awareness and prevention programmes regarding risky student behaviour.
- IOHA participated in the following regular events and awareness campaigns during the year: First Year Experience; Sexual Health Awareness Month in February; World TB Day in March; May Care Month; UJ Man Up Programme in July; the IOHA High Tea in August; a book discussion in partnership with UJ Library; and World AIDS Day in September.
- The UJFM partnership has been strengthened. (IOHA has a weekly permanent slot at UJFM.)
- The partnership with UJ Strategic Marketing strengthened, with assistance given to enable the publication of IOHA's magazine, *Reflections*.
- All IOHA events are now advertised on social media. The IOHA website is currently being reworked; the new IOHA Facebook page (co-managed by Student Brands) has been rated as innovative, fresh and witty and a great read for the UJ student market.
- An HIV Care and Support Group was strengthened through the use of social media in a closed group, maintained by the group members.
- The FADA-IOHA partnership was extended externally to include a TVET and other partners, namely Sex Workers Education and Advocacy Taskforce (SWEAT), Wits Reproductive Health Institute (WRHI), and I Care.
- The target of 85% client satisfaction was exceeded by the 2015 score of 92%.

- The peer review report improvement plan was implemented, which included the records management process that is on track; and the IOHA office branding revamp at APK and APB (completed) and DFC (90% complete).
- The Charter of the HIV/AIDS Committee was revised, to allow for a more streamlined composition and a more effective and efficient committee.

## **DISABILITY RELATED SUPPORT AND ACTIVITIES**

The University of Johannesburg recognises that addressing disability is central to its ambitions with regard to full access to higher education and to transformation, and therefore, disability related issues form part of its policy and broader constitutional mandate. The Department of Higher Education and Training (DHET) is currently working towards a National Disability Policy and Strategic Framework, which will seek to create an enabling and empowering environment across the system for staff and students with disabilities. Not only will institutions be encouraged to customise the Policy in line with their institutional plans and strategies, but the Policy will also serve as a benchmark for good practice in HEIs.

While this is being developed, the UJ has long been seeking to create an enabling and empowering environment for staff and students with disabilities. Its current policy positions the University as being committed to aligning its institutional plans and strategies to allow for this.

In addressing and supporting disability, the UJ emphasises a holistic approach that moves beyond the built environment and the use of assistive devices. It also supports the integration and adaptation of teaching and learning methodologies, coupled with the building of capacity to address disability at all levels of the institution through reasonable accommodation and best practices.

### ***Operating context and governance***

UJ aims to provide an integrative and inclusive approach to managing and developing issues associated with disability. Therefore, the governance of support for people with disabilities lies with the Committee for People with Disabilities (CPWD), which is a sub-committee of the MEC.

The CPWD understands issues of disability in terms of the Constitution as a human rights issue and therefore it encourages all UJ stakeholders, employees and students to have a vested interest in promoting principles of equity, access and universal design.

To focus and drive this support, there are established structures that directly support the overall strategic commitment for issues of disability within the University. These include:

- The Disability Unit within PsyCaD (which lies within the Academic Development and Support Division)
- The Health and Wellness Unit (which lies within the Human Resources Division)
- Sports for Students with Disabilities (which lies within the Sports Division)

These structures work closely with other stakeholders, such as the Operations Division, especially when it comes to University infrastructure required to promote an accessible environment for staff and students with disabilities. What follows is a brief summary of the type of support each structure provides.

### ***Disability Services Unit (PsyCaD)***

Increasing attention has been given to addressing issues of access, retention, progression and participation of students with disabilities. While higher education institutions have the potential to encourage and support greater participation, many physical, attitudinal and academic barriers remain. The University of Johannesburg's policy-based commitment to provide an integrative, transformative and inclusive approach to managing and developing issues associated with disability is integral to the functioning of PsyCaD's Disability Services Unit. The Unit supports the notion that all stakeholders, employees and students have a vested interest in promoting principles of equity and access, and the Unit therefore serves as one of the central stakeholders that drive the institution's strategic commitment of accessibility for all.

It is the constant mission of the Unit to advocate for and provide equal opportunities for students with disabilities. It directly facilitates support for students with disabilities through advice, support and academic accommodations in partnership with such students' University departments and faculties; thereby assisting people with disabilities to have barrier-free access to teaching and learning.

The support of students with disabilities is a systemically complex activity and thus the Disability Services Unit within PsyCaD concerns itself with the academic, technological, psycho-social and psychological support of students with disabilities. This requires the Unit to be equipped with not only specialised assistive technologies and devices, but also with personnel who are highly skilled and trained in the varieties of support that students with disabilities require.

In 2015, there were 344 students with disabilities registered with the institution. During this period, 290 students with disabilities were directly supported by the Disability Services Unit in various ways. In total, 587 appointment-based, consultative sessions gave academic, psycho-social and access-driven support and made available assistive devices. In addition, 691 walk-in queries were also facilitated.

### ***Health and Wellness Unit***

There was strong continuous collaboration between HR and PsyCaD with regard to disability management. The Health and Wellness Unit actively supported thirteen employees with disabilities in accommodating their special needs. Disability booklets were also distributed to new employees at induction, and information sessions were held with new employees about the management of disability issues at UJ. There was collaboration with PsyCaD in presenting disability sensitisation sessions to various faculties and divisions.

The Health and Wellness Unit also undertook a benchmark exercise with five other universities with a view to gaining insight into their strategies of promoting networking between staff with disabilities.

There were two resignations and five new disclosures in the period under review, which brought the total number of disclosed staff disabilities to 29.

### ***Sport for Students with Disabilities (SSD)***

In line with the strategic goal of holistic participation for persons with disabilities, sport for students with disabilities at UJ is actively encouraged and supported. The National Sports Plan encourages inclusive participation of all athletes and, in response to this, UJ has a dedicated club, the SSD, which focuses on driving this vision.

The SSD provides opportunities for students with disabilities to compete at a national and international level in various sporting codes, and is viewed by many of its peers as a forerunner within this arena. The active recruitment of and specialised support for athletes with disabilities have resulted in medal achievements within the sporting disciplines of Blind Judo, Wheelchair Tennis and Basketball, Swimming, Para-rowing and various Track and Field events. The SSD has further produced Paralympian participants as well as World Champions in various disability sporting codes, and remains a club against which other institutions benchmark the support provided to these athletes.

### ***Strategic focus and targets for disability related support and activities***

The CPWD supports the premise that issues of disability form part of a university-wide initiative that includes all divisions, departments and faculties at the UJ.

The strategic plan, which it has developed with regard to disability related matters, has identified five main areas of support and provides a framework for an integrative approach to managing issues associated with disability. Examples within these strategic areas are provided below under the appropriate heading.

### ***Integrated service excellence for persons with disabilities***

This objective focuses on the overall institutional commitment to promote, provide and sustain excellence in services rendered to people with disabilities. The University's stance on disability suggests that a multi-faceted and holistic approach to supporting those with disabilities is required. This support, therefore, should lie not only

within an individual unit, rather all stakeholders within the institution should have a vested interest in giving support. The following focus areas were identified:

- The development of strategic goals within the institution addressing disability related matters;
- Centralised and focused collaboration between the structures responsible for driving disability related issues – this allows for sharing of expertise and the enhancement of best practices in disability related support;
- Focused collaboration with key stakeholders in various divisions to roll out disability support;
- Appropriate training and development for the staff who work with persons with disabilities;
- Continual national benchmarking around disability related issues within HEIs;
- Focused collaboration with various divisions regarding infrastructural, learning and curriculum accessibility;
- Continued research into what constitutes best practices in supporting disability in HEIs.

### **Dedicated and focused support for persons with disabilities**

The UJ has put dedicated support structures in place to support persons with disabilities. These structures aim to enhance the support required by students and staff with disabilities and focus on supporting the academic, student and work-life experience of these role players. Employees specifically trained in this specialised field not only provide this dedicated support, but also contribute to the national pool of knowledge with regard to disability support in higher education.

- Dedicated and established units that staff and students can approach for support when required;
- Dedicated academic, technological, psycho-social and psychological support for students with disabilities;
- Rotation of Disability Unit staff to various campuses to ensure equitable services;
- Well-equipped computer and assistive device stations on all campuses;
- Close collaboration with members of faculties to support all categories of disability with respect to teaching and learning – ensuring that most academic programmes allow for reasonable accommodations and flexible assessment opportunities;
- Professional development opportunities for staff within the Disability Unit aligned to strategic goals, e.g. basic sign language course;
- Highlighting gaps with regard to support for disability, which has resulted in piloting support for students who are deaf;
- Ring-fenced bursary funds for students with disabilities in higher education;
- An established Concession Committee to assist with the approval of accommodations required at tests and exams;
- Accessible spaces, equipped with assistive devices, in the Library and Information Centres to allow for access to databases/journal articles;
- Dedicated library tutors providing support when required in the Library;
- SSD Club dedicated to promoting sporting opportunities for students with disabilities;
- Presentations at the Higher and Further Education Disability Association (HEDSA) symposium, with benchmarking support in place at other institutions.

### **Recruitment and retention of persons with disabilities**

This objective focuses on increasing participation and promoting UJ as the preferred destination for study and employment for persons with disabilities. The UJ is committed to providing employment opportunities to previously disadvantaged groups. It recognises that staff with disabilities have much to contribute to the workplace and therefore aims to put in place structures and mechanisms to support this contribution. The UJ is similarly committed to increase the numbers of students with disabilities. Career and programme guidance to learners at special schools, academic advice for appropriate placement and access to appropriate financial support are also a priority. This will involve:

- Focused recruitment and retention strategies for current and prospective staff with disabilities – implemented through the development of a standard operating procedure for the University;
- The provision of centralised funds for staff with disabilities to acquire assistive devices, software or technology;
- Direct liaison with departments and line management to increase sensitisation around the disability and

adaptations required with regard to work outcomes;

- Active establishment of an Employee with Disabilities Forum – coordinated by the Health and Wellness Unit;
- Advertising of vacant positions within the institution through inclusive strategies to a wider audience;
- Establishment of relationships with agencies and work groups that regulate and promote the recruitment of persons with disabilities;
- Active marketing of disability-related support services to staff and students, with the aim of increasing uptake and utilisation of the dedicated support structures;
- Establishment and continuation of relationships with special schools to promote focused recruitment of prospective students with disabilities;
- Holistic academic support to increase numbers of graduates with disabilities.

Standard operating procedures for the recruitment of people with disabilities are in place. A database of 135 potential employees with disabilities has been created. Candidate information from the database is utilised when this matches the minimum criteria advertised. For the period ending December 2015, five candidates with disabilities were appointed.

Networking meetings have been held between Recruitment, Health and Wellness and the Human Communication advertisement agency, to link the University with a training company that assists in the training and development of people with disabilities. The networking relationship between UJ and the training company was not actively pursued as UJ's focus on the partnership was mainly on recruitment.

After a benchmarking exercise at Wits University, a partnership was sought with a new service provider or organisation (the Disability Rights Group). The University of Johannesburg is on their mailing list and has actively advertised positions on their website.

### **Accessible environment**

To provide an accessible environment for person with disabilities, the institution places importance on the principles of universal design and accessibility that extend beyond the built environment. Therefore, teaching and learning environments as well as curriculum, living communities, sporting opportunities, web design and technological systems are all understood to be areas that require accessibility.

- A full accessibility audit of all campuses, facilitated by experts in universal design and submitted to DHET for the provision of funding;
- Collaboration with the Operations Division to prioritise areas that require immediate accessibility adaptations, e.g. adapted residences on all campuses;
- Ergonomic adaptations made in the workplace for staff with disabilities where required;
- Separate funding at campus level for infrastructural adaptations;
- The provision of adapted transport and a dedicated driver for students and staff to meet work and academic commitments;
- Awareness created around accessibility to web design and online activities.

There is a dedicated vehicle that transports students and employees for academic and work-related purposes. Where employees identify needs for adaptations or reasonable accommodation, these are undertaken in collaboration with the Operations Division and other relevant internal stakeholders.

### **Holistic participation**

In support of the student life cycle, the UJ aims to provide opportunities for persons with disabilities through ensuring excellent teaching and learning facilities, living communities, and a respectful and responsible student culture and ethos.

- Making various sporting opportunities available for students with disabilities;
- Making adapted transport available so that staff and students can participate fully in University commitments;
- Adhering to an appropriate residence placement process in collaboration with Student Affairs;
- Securing bursary funding for students with disabilities through NFSAS;

- Assisting employees with disabilities to purchase the required assistive devices in terms of reasonable accommodation within the workplace.

The Forum for Employees with Disabilities was established to meet three times a year. The goal of this Forum is to create a platform where employees with disabilities can have one coordinated voice and discuss issues that directly affect them; ensure that these issues are raised in the appropriate forums, so that the appropriate action can be realised; and promote active participation in issues that affect them with regard to conditions of employment.

### ***The way forward***

At the Transformation Summit held in October 2015, the following statement firmly placed disability on the CHE's agenda:

*"Transformation should also improve the learning experience for students with disabilities – one of the most marginalised and under-served constituencies. Attitudinal and environmental barriers preventing students and staff members with disabilities from participating fully in the teaching and learning process should come under appropriate scrutiny and lead to a barrier-free environment. Transformed higher education institutions would respond to the challenge by creating an enabling institutional culture sensitive to diversity and social inclusion, with conditions that stimulate development, and which result in providing lifelong learning opportunities for all students and staff..."*

The UJ will continue to commit itself to directly supporting and driving the above transformation objectives within the University.

## **CONCLUSION**

Transformation has a long history at UJ since the founding of the merged institution, and has become increasingly embedded in activities across all campuses. The numerous activities of UJ's Transformation Unit are well supported by a range of other divisions and units: Human Resources, Student Affairs, Arts and Culture, UJ Sport, Academic Development and Support, Health and Wellness, and the Disability Services Unit. In addition, the Transformation Office has been particularly successful in engaging staff from across the institution in its programmes, in particular, in Diversity Week and Staff Day.

The five themes of UJ's Transformation Plan indicate the breadth of transformation activities at UJ – ranging from a very active focus on institutional culture, through transformational leadership and employment equity, to academic excellence and a student-centred and caring institution. The breadth of this understanding of transformation offers opportunities to all members of staff at UJ, to engage with transformation from their particular perspective.

Regardless of the severe impact that the student #FeesMustFall campaign had on institutions across the country, UJ continued to do exceptionally well in 2015. This is evidenced not least by the University's immediate response to the outcomes of the Higher Education Transformation Summit and the student protests, in mobilising staff to give dedicated attention to the challenges identified. It is clear that a new transformation agenda has been set going forward.

The success of UJ in 2015 can be attributed to the exceptional commitment of our academics and professional support staff led by our senior and executive leaders. Worth noting is also the hard work and dedication of our students. UJ once again confirmed that in the face of difficulties and uncertainties, we collectively rise to the challenge, by providing a caring, world-class university experience for our students.

**Tumi Mketi (Ms)**  
Senior Executive Director in the  
Office of the Vice-Chancellor











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# STATEMENT ON ENVIRONMENTAL SUSTAINABILITY

## OVERVIEW

The role of sustainability and sustainable development (SD) continues to be fundamental for organisations the size of the University of Johannesburg (UJ). In September 2015, South Africa joined a number of other countries of the United Nations (UN), and embarked on the SD journey.

While SD is supported by 17 goals, certain goals intersect directly with the key performance indicators of the UJ Operations and Campuses Divisions. In addition to the obvious goals associated with accessibility to clean water, respectable sanitation, clean energy and reliable transportation, the 17th goal, referring to partnership, is essential.

For South Africa to truly deliver on SD, the role of higher education institutions is pivotal. On the one hand, academic faculties have to integrate SD through curricular activities, but on the other hand, there is a huge opportunity for the Operations and Campuses Divisions to embark on SD. Such an alignment would allow the Sustainability Unit to advance towards the UJ 2025 Strategic Goal of Global Excellence and Stature (GES).

Both GES and SD call for partnership with the wider public and the private sector. SD goals are challenged by high initial capital and instrumentation costs, which could be overcome through appropriate industrial and municipal partnerships that would yield a unique set of pilot projects, also leading to a long-term policy on sustainability. An initiative that is envisaged includes the diversification of UJ's energy mix. Despite the aforementioned initial costs, this approach will ensure medium- to long-term financial sustainability and reputational returns. Partnering with both internal and external stakeholders, in a unique but sustainable way, will allow for a mix of interventions that will pave the way forward towards SD.

## SUSTAINABILITY STRATEGY AND PERFORMANCE

UJ has committed itself to improve on its sustainable practices in all of its activities at the University. The development of the 2025 Strategic Plan, anchored in the single strategic goal "Global Excellence and Stature" (GES), has placed a requirement on the institution to improve on its sustainability footprint.

### ***Strategic Objective Six***

Fitness for Global Excellence and Stature. *"We will also minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship."*

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

This report highlights some of the specific focus areas during 2015 as well as improvement areas.

## **ENERGY MANAGEMENT**

### ***Carbon footprint***

UJ's carbon footprint analysis was based on its 2015 energy consumption. In order to determine UJ's carbon footprint, the Green House Gas (GHG) Protocol, developed by the World Business Council for Sustainable Development (WBCSD), was used as a guideline.

UJ's carbon emissions have been categorised into direct GHG emissions (Scope 1) and indirect GHG emissions (Scope 2). The UK based Department of Environment, Food and Rural Affairs (DEFRA)<sup>1</sup> emission factors have been used to determine the carbon conversion factors for petrol, diesel, electricity and natural gas.

The institution managed to improve the level of reduction in the carbon footprint by 11,4% from 7% in 2014 to 7,8% in 2015 (2013: 4%). However, the current carbon footprint (total tons of CO<sub>2</sub>), based on the energy consumption from various sources, increased by 5,4% from 52 012 tons in 2014 to 54 832 tons in 2015 (2013: 55 872).

In considering this figure, the following should be noted:

- The UJ carbon footprint is based on Scope 1 and Scope 2
- UJ has increased its built area footprint by 7% as from 2013.
- The 2015 carbon footprint figure includes only the UJ main campus properties.
- The Auckland Park Campus continues to contribute significantly to the overall carbon footprint with 31 303 tons of CO<sub>2</sub> compared to the overall University footprint of 54 832 tons.
- The carbon footprint of 2015 as measured against the 2011 figure of 59 480 tons indicates a laudable reduction of 7,8% on the main campuses.

The annual comparison as from 2012 is as follows:

- 2012 – 56 652 tons
- 2013 – 55 872 tons
- 2014 – 52 012 tons
- 2015 – 54 832 tons
- Electrical energy consumption remains the biggest contributing factor of 94% in calculating the carbon footprint.
- The main campus electricity consumption has increased by 4,8%, which is the biggest contributing factor to the resultant increase in carbon footprint. Currently APK contributes approximately 57% to the main campus GHG emissions. This is mainly due to the relative size and higher electricity consumption compared to the smaller campuses.

### ***Usage of various types of energy***

The following types of energy usage contributed to the 2015 carbon footprint (see Table 9 and Figure 1 on page 135).

#### **Electricity**

Electricity has been the main contributor to the University's energy carbon footprint. In 2015, electricity reflected a 94% contribution with the balance being made up of natural gas, petrol, diesel and Catbot fuel (used to fire boilers for water heating). UJ draws its energy from the national coal-fired electricity grid through the City Power distribution system. The threat of power outages due to a lack of generation capacity and the high annual increases in electricity tariffs have been key drivers of energy efficiency and demand reduction measures.

#### **Natural gas**

Sasol natural gas is supplied through the Egoli Gas infrastructure to various points of use within the campus environments. Gas consumption has remained stable during 2015 and in line with consumption over previous

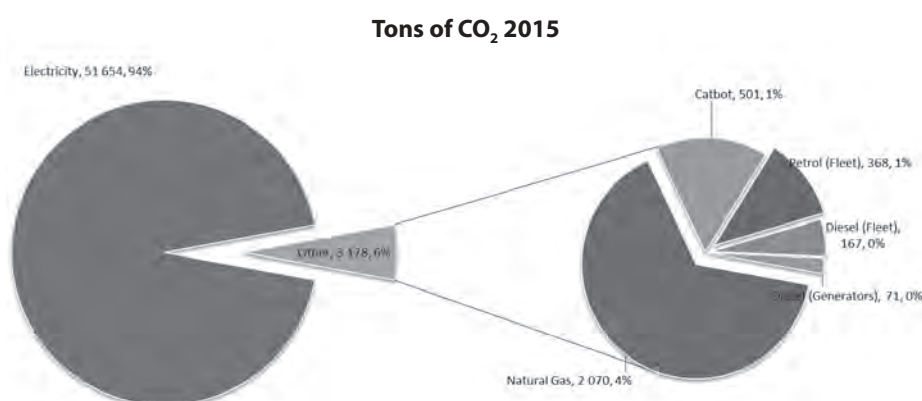
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<sup>1</sup> Department of Environment Food and Rural Affairs (DEFRA) – <http://www.ukconversionfactorscarbonsmart.co.uk/>

**Table 9: Carbon footprint based on 2015 actual consumption**

Emission source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	UJ Island	Total CO <sub>2</sub>	Total tons of CO <sub>2</sub>
Electricity	29 182 033	8 290 400	8 688 374	5 493 476	0	51 654 284	51 654
Natural gas	1 262 743	528 657	278 962	0	0	2 070 362	2 070
Catbot	500 920	0	0	0	0	500 920	501
Petrol (fleet)	212 162	42 447	74 772	38 946	0	368 327	368
Diesel (fleet)	103 428	8 069	43 719	12 076	0	167 292	167
Diesel (generators)	41 912	0	5 077	24 311	0	71 299	71
<b>Total kg of CO<sub>2</sub></b>	<b>31 303 198</b>	<b>8 869 574</b>	<b>9 090 903</b>	<b>5 568 809</b>	<b>0</b>	<b>54 832 484</b>	<b>54 832</b>
<b>Total tons of CO<sub>2</sub></b>	<b>31 303</b>	<b>8 870</b>	<b>9 091</b>	<b>5 569</b>	<b>0</b>	<b>54 832</b>	

**Figure 1: Percentage contribution of energy usage on carbon footprint**



years. Natural gas contributes 4% to UJ's 2015 GHG carbon footprint figure. Gas is mainly used within residences and student centers for the purpose of generating hot water and the preparation of foods. Gas supplied to UJ in 2015 was recorded as 33 676 Gigajoules and an initial target of 31 000 Gigajoules is set for 2016. APK consumed 61% of the total UJ 2015 gas requirement followed by APB, which consumed 26% and DFC 13%.

#### **Petrol and diesel**

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 56 generators installed at various points within UJ infrastructure.

#### **Catbot fuel**

Catbot fuel is used for the purposes of generating hot water for the central air conditioning plant at the APK Campus. The Catbot fuel is used to run two hot water generators. The hot water is distributed and circulated through the air conditioning system of the APK Campus.

#### **Energy saving initiatives during 2015**

As noted above, the University's main campus electrical energy consumption has increased by 4,8% during 2015 compared to 2014. In 2015, consumption was at 50,148 MWh, whereas in 2014 it was at 47,844 MWh.



APK, DFC and SWC have shown increases in consumption, whereas APB has shown a decrease. The increased electrical consumption has come mainly from infrastructural changes and consumption behaviours at the various campuses.

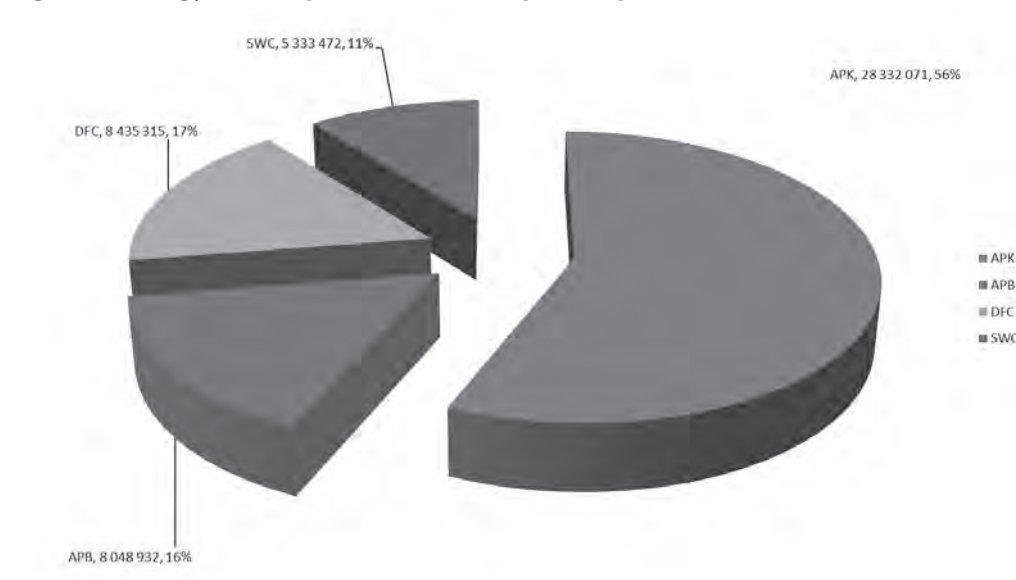
Energy saving initiatives implemented during 2015 included the following:

- Installation of additional smart meters at residences, student centres and libraries in order to monitor consumption.
- Building Management System (BMS) controllers replaced due to age and efficiency. To be completed during 2016.
- More emphasis placed on energy reduction during holiday periods and off-peak periods in order to reduce consumption.
- Installation of LED lighting at APK completed during 2015. This project has resulted in tangible saving in electricity for lighting.

### ***Enhanced energy measurement capability***

Energy measurement capability was further improved. The University continued with its capex roll out of energy meters across its campuses and also off-site properties. The University now has the capability of providing live reports of electrical energy consumption as well as comparative analysis of key consumption areas.

**Figure 2: Energy consumption distribution per campus**



### ***2015 Energy reduction target***

The table below presents the target percentage reduction in energy consumption by December 2015 and is measured from the 2011 baseline.

**Table 10: Energy consumption reduction target**

Reduction	Floor	Target	Ceiling
2015	7%	9%	11%

The institution is required to reduce energy at a rate of 10% per annum. The target has not been achieved in the period 2013 to 2015. In 2014, a reduction of 7,4% was recorded and only 1,3% in 2015 (2013: 7%). A more rigorous focus on monitoring the annual electricity bill and a reduction in the percentage of unaccounted electricity delivery will be pursued to improve performance in this area. Average energy consumption increased by 6,5% from 53 650 597 units in 2014 to 57 160 323 units in 2015 (2013: 57 160 323 units).

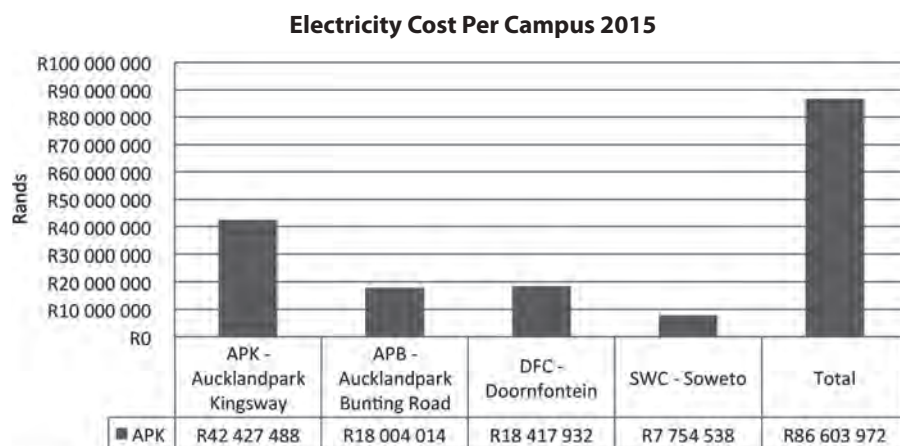
The Operations and Campuses Management Division is pursuing alternative sources of energy generation and envisages a possible target of 5% by 2017 and increasing this steadily over time. A review of the electricity purchasing strategy is being considered with the aim to purchase power through long-term supply contracts by 2017. The use of energy from renewable sources ("green energy") will be introduced to achieve a target of 10% by 2017. A number of strategic initiatives are being implemented to drive improvements in sustainability measures across the spectrum. These initiatives are:

- \* Developing, implementing and maintaining effective energy management programmes.
- \* Implementing UJ energy savings strategy.
- \* Limiting the real increase in electricity energy cost below the legislated electricity tariff increases.
- \* Diversifying the energy supply mix towards renewable and lower greenhouse gas emission energy source.
- \* Entering into long-term strategic partnerships.
- \* Implementing the backup power plan for the campuses.
- \* Implementing the UJ Energy Strategy and the UJ Sustainability Policy.
- \* Rolling out of the 'Green Campus' Initiative
- \* Establishing and operating economically viable green-rated buildings.

### **Electricity costs**

The average cost of electricity per campus was R1,45/kWhr depending on different load factors per campus. The tariff increase released by City Power in July 2015 was 12,1% per kWhr, which placed considerable pressure on the electricity budget for 2015. UJ's electricity bill for 2015 amounted to R86.6 million.

**Figure 3: Electricity cost per campus 2015**



### **Analysis and discussion**

Approximately 94% of UJ's GHG carbon footprint is as a direct result of electricity usage as supplied from City Power through the national grid. UJ is faced with the challenge of reducing its electricity consumption, while its built area floor space has increased by 7% since 2011. As an example, it is expected that the new SWC residence will result in increased electricity consumption at SWC during 2016.

Various projects have been undertaken during 2015 to reduce the electricity consumption at UJ. Energy efficient LED lights have been installed in key lecture venues at APK. The SWC Hector Peterson heat pump optimisation project was concluded with further optimisation taking place resulting in a reduction of a 15% in electricity consumption during 2015. The electricity metering project, which was initiated in 2013, has allowed UJ to measure electricity at its key municipal supply points as well as infrastructure such as residences, libraries, laboratories as well as student centres.

The biggest users of electricity remain the main campuses. A direct correlation is seen between daily campus activities and electricity consumption and this trend has continued in 2015. Government's Integrated Resource

Plan for electricity aims to generate 42% of its electricity, a target of 17 800 MW (equivalent to 42%) to be derived from renewables, largely solar (PV & CSP) and wind. UJ currently has a negligible contribution from renewable energy sources. This is an opportunity that needs to be addressed in the immediate future. The financial impact of high electricity consumption will continue to remain a risk to the institution.

The GHG emissions for 2015 require an update in 2016 to include all UJ infrastructure and buildings and the baseline needs to be reset in order to reflect an inclusive measure of overall GHG emissions.

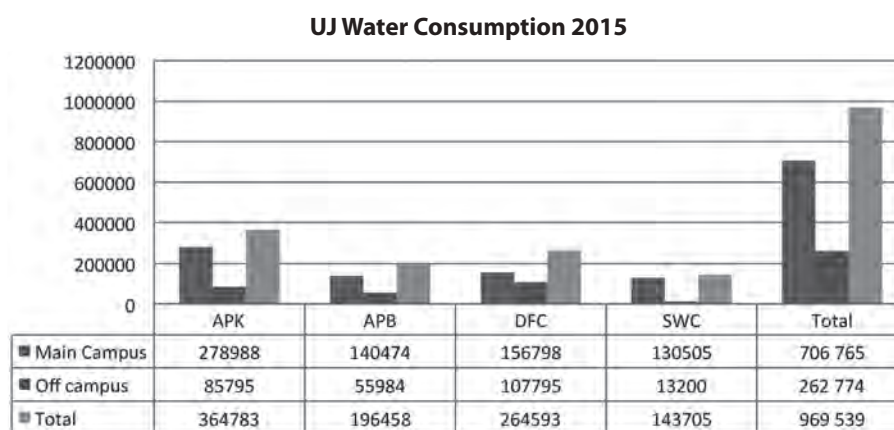
## WATER MANAGEMENT

Water consumption at the University is closely linked to its electricity consumption and serves as another measure of how efficiently the University uses natural resources. Average water usage per campus increased marginally by 2% from 693 078 kl in 2014 to 706 765 kl in 2015. All buildings have been supplied with quality water and an increase in usage has been observed over time.

Elimination of water wastage has become a crucial focus area for UJ. During 2015, UJ continued to experience problems with the City of Johannesburg (CoJ) with regard to the accurate and correct measurement of water consumption when comparing 2013 and 2014 figures to that of 2015. Hence water consumption measurement systems have become a necessity as it was found that the institution could not rely solely on water measurement from the CoJ municipality. Billing problems coupled with inadequate water meters at key points have resulted in inaccurate consumption being recorded.

Considerable effort has been put into rectifying water consumption during 2015. A water metering project was initiated to determine accurate water consumption figures. UJ made use of an external company to monitor water consumption at all of its points of consumption and to develop an accurate baseline against which future progress can be measured. Readings are taken on a monthly basis and UJ will continue to focus on its water measurement system in the future. This is set to continue during 2016. The target is to achieve a usage reduction of 6% by 2017. The Unit will focus on reducing the percentage of unaccounted water delivery to achieve targeted levels.

**Figure 4: UJ water consumption 2015**



**Table 11: Water and effluent cost**

	2013	2014	2015
<b>Water cost</b>	R8 964 995	R15 442 847	R13 993 021
<b>Effluent cost</b>	R3 434 867	R10 009 632	R7 067 140

The tariff for water per kilolitre has consistently increased from 2013 to 2015, although the cost of effluent has remained more constant and fluctuated around the R15.00 per kilolitre mark. Water and effluent costs for UJ campuses were reduced from 2014 to 2015.



**Table 12: Water and effluent rate per campus**

	2014	2015
<b>APK</b>	299 776 kl	364 783 kl
<b>APB</b>	163 406 kl	196 458 kl
<b>SWC</b>	110 960 kl	143 705 kl
<b>DFC</b>	118 937 kl	264 593 kl
<b>TOTAL</b>	<b>693 079 kl</b>	<b>969 539 kl</b>

The dramatic increase of water usage at DFC is related to the increase of student numbers at the Campus. Although student numbers at APB have dropped from 2014 to 2015, the requirement to irrigate sport fields remains. Initiatives to mitigate the cost and use of water are the greater use of borehole water where possible and the approval of a water licence for Perskor spring water for irrigation purposes at the DFC Campus going forward.

## WASTE MANAGEMENT

Recycling statistics for 2015 are reflected in the table below.

**Table 13: Recycling statistics**

Year	Total waste generated p.a.	Total waste recycled p.a.	Total % recycled waste p.a.	Target for recycled waste
<b>2015</b>	1773.810 Ton	506.515 Ton	<b>28,55%</b>	8,5%
<b>2014</b>	1816.56 Ton	538.707 Ton	<b>29,66%</b>	8,5%
<b>2013</b>	2361.88 Ton	416.64 Ton	<b>17,64%</b>	8,0%

### *Different types of waste recycled*

The different types of waste recycled are reflected in the table below, which also shows the substantial overall progress made since 2011.

**Table 14: Types of waste recycled from 2011 to 2015**

Month	Com paper	White Paper	Plastic	Cans	E Waste	Card Boxes	Glass	Scrap Metal	Wet Waste	Fat	Garden Refuse	TOTAL	%
<b>Total 2011</b>	22.4	26.9	26.69	13.7	0.14	37.4	28.7	29.8	0	0	0	<b>188.7</b>	3,90%
<b>Total 2012</b>	42.3	41.5	18.8	9.4	1.7	56.4	30.3	11.1	0	7.6	0	<b>288.2</b>	8,10%
<b>Total 2013</b>	39.4	40.1	18.1	10	1.2	37.8	18.7	7.3	0	14.2	136.5	<b>416.6</b>	17,64%
<b>Total 2014</b>	40.1	36.8	19.6	9.9	1.4	48.3	13.9	6.7	0	36.2	325.5	<b>538.7</b>	34,75%
<b>Total 2015</b>	31.6	51.7	20.3	7.1	0.2	63.9	31.5	4.1	0.5	13.1	282.5	<b>506.5</b>	28,55%

The amount of waste generated reduced by 2,4% from 1 817 tons in 2014 to 1 773 tons in 2015 (2013: 2 361 tons). Waste recycled reduced by 5,9% from 538 tons or 34,75% in 2014 to 506 tons or 28,55% in 2015 (2013: 416 tons or 17,62%). Revenues from recycled waste also reduced by 4,9% from R165 038 in 2014 to R156 944 in

2015 (2013: R168 953). In order to address the waste recycling challenges, the following initiatives are ongoing in order to achieve improvement in the measures going forward:

- Review the placement of recycling stations.
- Facilitate an annual recycling week in September.
- Continue ongoing schools project on glass recycling.
- Continue recycling of hazardous waste – an improvement of 57,8% in the recycling of hazardous operational waste has been recorded from 1,314% in 2014 to 2,074% in 2015 (2013: 0,65%).
- Dispose hazardous waste at dolphin site in KwaZulu-Natal.

It should be noted that there have been concerted attempts in many faculties and divisions to reduce the amount of waste, for instance through the introduction of paperless meetings, and through recycling of scrap paper.

## CONCLUSION AND WAY FORWARD

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

The institution intends focusing strongly on sustainability during the coming years, in order to build on what has already been achieved. This will happen not least by means of a partnership with the Faculty of Engineering and the Built Environment, which conducts scholarly work in areas relating to sustainable development, in technical areas, including water, energy and waste management. Goals of this partnership will be inter alia the following:

- The development of an institutional policy and framework on sustainability;
- The availability of an expanded workforce through provision of on-campus Work-integrated Learning;
- Support for measurements and verification.

In this way, some key initiatives to improve on its energy management systems are emerging and will be driven with commitment in the coming year.



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**Ihron Rensburg (Prof)**

Vice-Chancellor and Principal



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Chairperson of Council







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# OCCUPATIONAL HEALTH AND SAFETY

## OVERVIEW

The purpose of this report is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2015. The report is prepared in fulfilment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training (DHET).

### THE UJ HEALTH AND SAFETY MODEL

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

#### ***Structures at UJ responsible for health and safety***

At UJ, the Head: OHP reports to the Registrar and the Head: OSD reports to the Executive Director: Operations.

#### ***Nature and scope of collaboration between OSD and OHP***

The specialised, independent management of the two divisions at UJ allows for expertise assessment of risk from both perspectives. Collaboration in addressing overarching themes is entrenched practice.

## ETHICAL-LEGAL UNIVERSE

### ***Occupational Health Practice***

#### **Professional registrations**

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

#### **Ethical framework**

The international ethical framework includes the Code of Ethics for Occupational Health Services by the International Commission on Occupational Health. The pertinent conventions, ratifications and recommendations by the International Labour Organization are followed. Nationally, the Bill of Rights, and institutionally, the UJ values further guide the OHP.

### **Legal framework**

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

### **Occupational Safety Department**

#### **Ethical framework**

To provide and maintain as far as is reasonably practicable a workplace that is safe and without risk to the health and safety of employees, visitors and students on the premises of the University of Johannesburg.

#### **Legal framework**

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

#### **Occupational safety risks for which certification is required**

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

## **UJ HEALTH AND SAFETY PROGRAMMES**

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

### **Occupational Health Practice**

- Occupational health risk assessments (legal mandate)
- Medical surveillance programme (legal mandate)
- Food safety monitoring (legal mandate)
- Executive resilience programme
- Event medical risk assessment and resource allocation (legal mandate)
- Disaster medical risk management (*Triage Plan* in the UJ Emergency Operations Plan)
- Travel health governance

### **Occupational Safety Department**

- Issue-based and baseline risk assessments (legal mandate)
- Safety awareness programmes
- Premises, housekeeping and off-campus student residence safety inspections
- Mechanical, electrical and personal safe guarding monitoring (legal mandate)
- Fire protection and prevention
- Waste management and recycling programmes (legal mandate)
- Statutory maintenance and contractor safety (legal mandate)
- Event safety risk assessments
- Disaster safety risk management (*emergency and evacuation procedures* in the UJ Emergency Operations Plan)

## **AUDIT TYPES AND CYCLES**

### **Occupational Health Practice**

Occupational health risk is identified through either the planned programme of two-yearly outsourced assessments by Occupational Hygienists or by the UJ OH team during site visits. The audit intervals occur in accordance with the Occupational Health and Safety Act, 85 of 1993, as amended, and its regulations. Emerging risk, however, is assessed additionally to the annual audit plan, as it arises.



Risk assessments may be tailored as qualitative risk assessments, as reflected in health risk profiles that have been developed for each campus and for UJ as an entity. *Quantitative* surveys on general ventilation rates, ergonomics, nature and scope of chemical/biological hazards, illumination, noise, and extraction ventilation are added. Audit reports provide substantiated risk rankings, advisories on training, signage and suggested medical surveillance for vulnerable (exposed) groups.

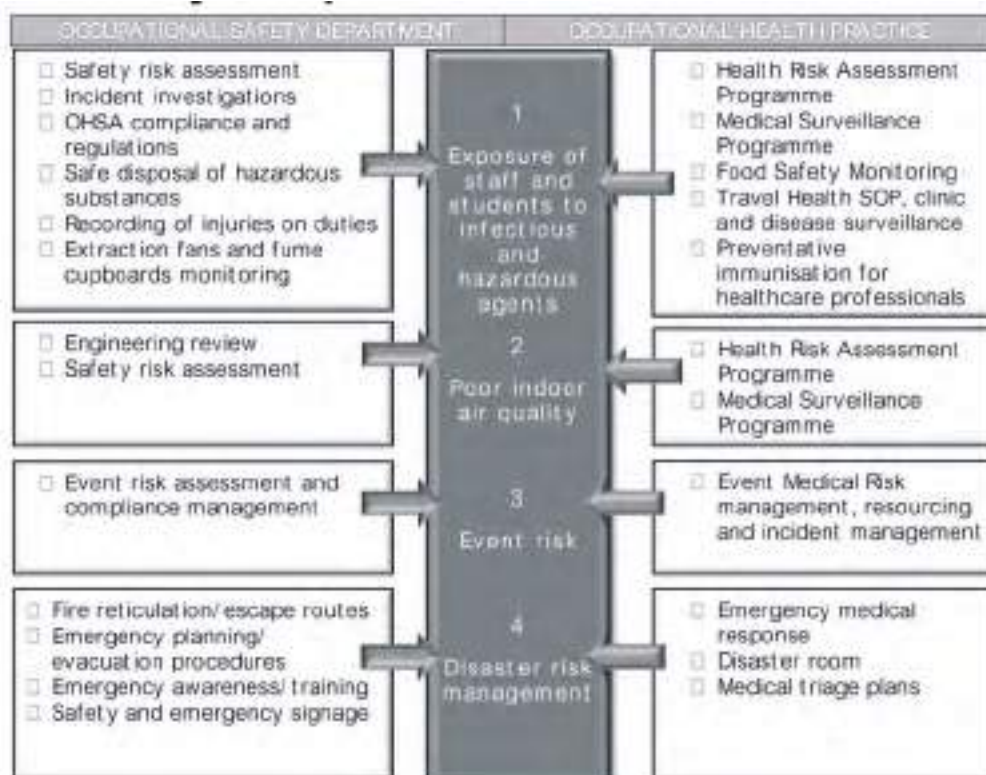
### Occupational Safety Department

Occupational safety risks are identified and actioned by the Safety Management Programme consisting of 14 elements, safety meetings, Operations Risk Register and the Risk Register of the Occupational Safety Department. The safety programme consists of: Safety Policy, Legal Appointments, Safety Meetings, Safety Training, Safety Audits, Safety Awareness, Premises and Housekeeping, Mechanical, Electrical and Personal Safe Guarding, Fire Protection and Prevention, Waste Management, Incident Management, Safety Inspections, Statutory Maintenance and Contractor Safety. The Safety Management programme is updated when risk is reported or risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and first aid boxes issued to first aiders. Fire water pressure assessments are conducted annually. Ad hoc audits will be conducted as risks are identified.

## OVERARCHING RISK THEMES AND RISK MITIGATION

Figure 5 depicts the overarching UJ Occupational Health and Safety risk themes identified by both divisions, for which numerous risk mitigators have been implemented. The risks are aligned with the respective risk registers.

**Figure 5: Key OHS risks identified and addressed at UJ**





## Risks unpacked

### Exposure of staff and students to infectious and hazardous agents

RISK TITLE	CONTROL PROCEDURE
<b>EXPOSURE TO PHYSICAL AND HEALTH HAZARDS OF CHEMICALS</b>	
<ul style="list-style-type: none"> <li>Physical hazards of chemicals may present as explosion, fire, pyrophoric substances.</li> <li>Health hazards of chemicals such as carcinogenicity, mutagenicity; skin corrosion may present at research environments, in painting, carpentry shops; workshops.</li> </ul> <p><b>DFC John Orr Bulk Chemical Store exposure risks</b></p> <ul style="list-style-type: none"> <li>A site visit was conducted jointly by Occupational Health and Safety Departments. OSD was represented by the Safety Practitioner of DFC.</li> </ul>	<ul style="list-style-type: none"> <li>Cyclic health risk assessments as per legal instruction. Completion rate at 126% of the scorecard target.</li> <li>All staff at risk of exposure are admitted to the UJ Medical Surveillance Programme. Completion rate at 135% compared with the scorecard target.</li> <li>0% occupational disease identified in 2015.</li> <li>OSD provides fire safety service.</li> </ul> <p>UJ OHP doctor commended that site and plan were excellent projects and gave them his full support and requested to be informed of any further developments. Doctor recommended the following:</p> <ol style="list-style-type: none"> <li>That Occupational Health and Safety Departments be invited to the project meetings.</li> <li>The distance from the John Orr Building be considered so as not to impede the natural light to the ground floor of said building.</li> <li>The entrances and exits from John Orr be maintained.</li> <li>That the spill provisions be adhered to.</li> <li>The extraction system be brought up to spec and the outlets be away from the John Orr Building.</li> <li>The usual regulations for chemical store rooms be adhered to.</li> <li>A survey be conducted of all hazardous chemicals in use.</li> </ol>
<p><b>Histology lab exposure hazard</b></p> <ul style="list-style-type: none"> <li>The laboratory technician preparing samples using formaldehyde should undergo intensive medical surveillance.</li> </ul>	<ul style="list-style-type: none"> <li>Sr Langeveldt arranged and performed the medical examinations immediately.</li> <li>OSD is registered with VITAL Link responsible for all updates on Material Safety Data Sheets (MSDS). MSDS information available on the intranet.</li> </ul>
<p><b>Non-compliance with the Act and regulations regarding service, upgrade and provision of fume cupboards, ventilation systems and hazardous storage facilities.</b></p>	<ul style="list-style-type: none"> <li>Installation of gas monitoring systems, design, installation, upgrade of equipment and facilities were completed. Ongoing in 2016.</li> <li>New hazardous storeroom C Lab.</li> <li>New hazardous storeroom at DFC in planning phase.</li> </ul>
<p><b>Library and bindery exposures</b></p> <ul style="list-style-type: none"> <li>Staff working with benzene, thinners, lacquer spray and glue are also exposed to paper dust, which could lead to respiratory irritation. Occasionally using dust masks. Air vent filters have never been cleaned according to staff members. No fresh air intake. No extractor fans.</li> <li>Emergency exit very close to the DB Boards which might pose a risk during evacuation in case of a fire when some of the staff members are working on the other side of the department.</li> <li>No MSDS file for chemicals used.</li> </ul>	<p>Staff members were included in the Medical Surveillance Programme.</p> <p>Air vents to be cleaned regularly.</p> <p>Extractor fans to be installed to minimise exposure to chemicals.</p> <p>MSDS to be obtained from suppliers/intranet.</p> <p>Safety representative made aware of the identified risks.</p> <p>Maintenance contract in place for extraction fans and fume cabinets.</p> <p>First aiders trained and equipped with first aid boxes.</p> <p>OSD conducts annual inspection on all first aid boxes issued to trained and appointed first aiders.</p>

EXPOSURE TO HAZARDOUS BIOLOGICAL AGENTS	
<ul style="list-style-type: none"> <li>Healthcare workers in clinics exposed to patients with communicable disease; needle stick injuries.</li> <li>Students and staff buying food and drinking water on site.</li> <li>Official UJ travellers are at risk of communicable disease.</li> </ul>	<ul style="list-style-type: none"> <li>Food Safety Programme: quarterly audits. Compliance with international HACCP norms at a rate of 85% is required. UJ annual average was 94%.</li> <li>Travel medicine: vaccines, medical travel bags and screening of emerging disease outbreaks.</li> <li>Water quality audits: UJ bottled water found clean, boreholes unsuitable as potable water; no Legionella in hot water systems.</li> <li>Vaccines for healthcare workers: vaccines given and blood tests done for professional nurses and admin staff at clinics, Protection Services staff and sewage workers to prevent diseases.</li> <li>Annual Influenza campaign: 496 free immunisations done. Masks in stock; guidelines developed for clinicians at UJ.</li> </ul>
EXPOSURE AT PHOTONICS LABORATORY	
<b>Exposure to laser rays, fluorine gas and hydrofluoric acid</b>	<ul style="list-style-type: none"> <li>Photonics health risk assessment conducted earlier in 2009.</li> <li>Fluorine gas cylinder placed outside the facility; gas monitoring installed.</li> </ul>
EXPOSURE TO X-RADIATION AND RADIO-NUCLIDES	
<b>Overexposure to radiation from XRDs and isotopes</b>	<ul style="list-style-type: none"> <li>Radiation medicals conducted annually on all radiation workers; registered with Department of Health.</li> <li>Dosimetry disks issued to radiation workers and SABS readings interpreted for overexposure.</li> <li>Radiation HAZMAT procedure written.</li> <li>Investigations of overexposures.</li> <li>Annual radiation source audit.</li> <li>Radioactive source acquisition, licensing and waste management.</li> </ul>
EXPOSURE TO NOISE	
<p>Noise exceeds the legal thresholds at SMK, Geology, FADA, some workshops.</p> <p><b>FADA</b></p> <ul style="list-style-type: none"> <li>Surveys conducted in 2015 included those for: Noise for hearing conservation purposes, also extraction ventilation, ergonomics, hazardous chemical substances and biological agents, illumination and general ventilation.</li> </ul>	<ul style="list-style-type: none"> <li>Audiometry assessments are conducted on staff exposed to noise every two years.</li> <li>Recommendations are sent to HODs in terms of hearing protection.</li> <li>The noise surveys for Visual Art and Industrial Design were completed and the extensive report on their findings and recommendations was presented to the FADA Dean in October. OSD has acquired a noise reader that will be used to conduct readings when required.</li> </ul>

### Poor indoor air quality

RISK TITLE	CONTROL PROCEDURE
<b>Building-related illnesses (BRI):</b> <ul style="list-style-type: none"> <li>Acute phase is linked to Sick Building Syndrome: Headaches, ENT irritation, dry cough, dry/ itchy skin, dizziness and nausea, difficulty in concentrating, fatigue, sensitivity to odours and rash.</li> <li>Illness phase: BRI Cough, chest tightness, fever, chills; muscle aches, headaches, allergic conditions and low cognitive focus.</li> </ul>	<ul style="list-style-type: none"> <li>Indoor Air Quality Surveys (including thermal comfort, ventilation rates and build-up of fumes) were conducted at FE, FEFS, ICS and the Robert Sobukwe Halls at SWC.</li> <li>Multiple on-site visits undertaken resulting from requests of staff.</li> </ul>
<b>DFC ventilation problem areas</b> <ul style="list-style-type: none"> <li>In 2014, a walkabout with all relevant stakeholders was done and all the areas with ventilation problems were visited. It was finalised that CTS will resolve the same. In 2015, we still received complaints about ventilation.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive quantitative ventilation audit was conducted at FHS in October/November. Report is awaited.</li> <li>A thermal heat stress detector purchased.</li> </ul>
<b>Poor ventilation at FE and FEFS</b> <ul style="list-style-type: none"> <li>There have been no improvements on the issues below since 2014.</li> <li>Follow up 2015:               <ol style="list-style-type: none"> <li>Non-conformance of the main building, i.e. no ventilation to offices and inefficient ventilation to lecture rooms. UJ is in contravention of the National Building Regulations (SANS 10400).</li> <li>A staff member with a cardiac condition had to be moved as she could no longer function safely in her office.</li> <li>Repeated reports and appeals have had no effect.</li> <li>The fire escape from the Faculty of Education is STILL not operational. This constitutes a serious fire hazard risk. In the event of a fire at the entrance to the department, the staff will be trapped.</li> <li>All relevant people received the report from Dr Follow.</li> </ol> </li> </ul>	<p>Doctor's recommendations for the FEFS and lecture venues since 2011:</p> <ul style="list-style-type: none"> <li>Central air conditioning and fresh air supply system should be considered for offices, lecture venues and work areas that do not communicate with the outside.</li> <li>Escape door handles are damaged: safety officer and maintenance to remedy.</li> </ul> <p>Indoor Air Quality surveys at FE/FEFS were conducted in October 2015; report is awaited. Robert Sobukwe Lecture Halls and ICS were included in the audit.</p> <p>The escape door at the Faculty of Education was repaired and staff members will be able to evacuate.</p>

### Event risk

RISK TITLE	CONTROL PROCEDURE
<b>EVENT MEDICAL RISK</b>	
<p>Overcrowding, stampeding, slip and fall injuries, bleeding, suffocation, shock, fatalities, food poisoning, electrocution, insect stings, allergic reactions, fractures, dehydration, and manifestation of unknown pre-existing medical conditions.</p>	<ul style="list-style-type: none"> <li>Event medical risk assessment.</li> <li>Allocation and deployment of EMS resources.</li> <li>Medical Operational Plans submitted to City Council.</li> <li>Resource allocation in accordance with SANS 10366.</li> <li>Surveillance and situation reports during high-risk events.</li> <li>New draft emergency medical response regulations researched and implications extracted for UJ in a strategy.</li> <li>New Event Risk Management software system designed, placed on intranet and implemented in collaboration with UJ ICS.</li> </ul>

EVENT SAFETY RISK	
<ul style="list-style-type: none"> <li>• Structural collapse</li> <li>• Obstructed escape routes</li> <li>• Fire risk</li> <li>• Interrupted utilities</li> <li>• Non-compliant waste management practices</li> <li>• Contractor non-compliance</li> <li>• Gas leaks</li> <li>• Structural failure</li> <li>• Inadequate ablution facilities</li> <li>• Inadequate lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Event safety risk assessment.</li> <li>• Event safety plans.</li> <li>• Certificate of Compliance.</li> <li>• Compliance with electricity &amp; structural regulations.</li> <li>• Escape routes and fire safety.</li> <li>• Contractor safety file.</li> <li>• Waste management.</li> </ul>

### Disaster risk management

RISK TITLE	CONTROL PROCEDURE
<b>Emergency medical response to all UJ campuses</b>	<ul style="list-style-type: none"> <li>• Health risk assessment conducted in 2015.</li> <li>• Medical triage plans developed for each campus.</li> <li>• First aid room established in Perskor Building.</li> <li>• Contract facilitator with service provider.</li> <li>• Quote from N911 for proposed 24/7 paramedic cover in terms of emergency medical response to all campuses.</li> <li>• New draft EMS regulations studied and implications interpreted for UJ.</li> </ul>
<b>Emergency exit doors at Drommedaris, Bastion and Oppierif are not opening properly</b>	<ul style="list-style-type: none"> <li>• Contractor has been appointed and will install in first quarter of 2016.</li> </ul>
<b>Due to planned structural changes to the JOB, Libraries, C Lab the fire reticulation needs to be upgraded</b>	<ul style="list-style-type: none"> <li>• Upgrading and re-installation of the JOB, APB, SWC and DFC Libraries and C Lab fire reticulation in February/March 2016.</li> </ul>
<b>Non-compliance with escape routes standards</b>	<ul style="list-style-type: none"> <li>• As per the building regulations, new escape routes are required in the library on Floors 3, 4 and 5.</li> <li>• Levels 4 and 5 completed. Specifications for Level 3 to be finalised by CTS.</li> </ul>
<b>Evacuation and fire alarms not installed at all identified high-risk areas</b>	<ul style="list-style-type: none"> <li>• As per budget allocation, all eight evacuation alarms were installed in 2015. Ongoing in 2016.</li> <li>• 11 fire alarms were installed. Fire alarms installed at YMCA, Kruinsig and Amperdaar. Fire alarms will be installed at YWCA and Habitat in 2016.</li> <li>• All fire alarms, evacuation alarms, gas monitoring alarms and gas suppression alarms are on a maintenance plan.</li> <li>• Safety practitioners are testing all alarms on a monthly basis.</li> </ul>
<b>Outdated emergency procedures due to name changes</b>	<ul style="list-style-type: none"> <li>• The Occupational Safety Department will update all emergency procedures in 2016.</li> </ul>
<b>Disaster management at UJ not up to standard</b>	<ul style="list-style-type: none"> <li>• Fire drills have been scheduled since 2009 and continued in 2015. 59 evacuation drills were conducted in 2015. Ongoing in 2016.</li> <li>• Awareness and induction documents regarding emergency procedures (including earthquake procedures) were sent to all new employees. Have forwarded guidelines on the practical implementation of disaster management to the Acting Director Protection Services for his input and action. Obtain quotations for some of the equipment needed in the Emergency Operations Centre.</li> <li>• A total of 143 first aiders and 50 fire marshals were trained in 2015.</li> <li>• A video on evacuation and earthquake procedures will be implemented.</li> </ul>

<b>Lack of fire water pressure on the APK Campus</b>	<ul style="list-style-type: none"> <li>Valves were opened and the pressure was back to acceptable standard. New water tanks were not installed in 2015. CTS to implement in 2016.</li> </ul>
<b>Distance of clinic from Perskor Building yields potentially delayed response to medical emergencies</b>	<ul style="list-style-type: none"> <li>Room G206 was equipped as first aid room.</li> <li>The ramp for the ambulance was built.</li> <li>Meeting was held with the new HOD from Protection Services.</li> <li>The primary function will be to provide an emergency responder to Perskor Building, but will also be used on the rest of the campus.</li> </ul>

## RISK REPORTING

The OHP places identified risk on the OHP Risk Register and implements mitigation strategies. The Registrar is notified of emerging risk. A decision is made to escalate risk to the Registrar's Portfolio Risk Register and/or the UJ Institutional Risk Register. All risk is ranked and included in Quarterly Reports and on the UJ Health Risk Profile.

Risks are reported to the OSD via emails, inspections and check sheets from Health and Safety reps, surveys, audits and safety meetings. Action plans are put in place for all risks identified. All high risks and risks that cannot be dealt with within the budget are recorded on the monthly Safety Meeting Report and are then controlled on the Occupational Safety Risk Register. High risks are also identified on the Operations Risk Register.

## STRATEGIC FOCUS AND TARGETS

### *OSD strategic direction, goals and targets*

#### **2014 to 2016**

- Overall occupational safety compliance rate of 85%. Compliance rate for 2015 was 84,57%.
- Recycling figures – Floor 4,5%, Target 8,5%, Ceiling 10%. A total of 1 773.810 ton of waste was generated of which 506.514 ton (28,555%) of waste was recycled in 2015.
- Placement of eight recycling stations at strategic areas has been completed.
- A total of 3 200 staff members to undergo safety related training; 736 staff members trained in 2015.
- Equip all buildings with evacuation alarms or fire alarms. Eight evacuation alarms and 11 fire alarms installed in 2015.
- Equip all buildings utilising gas with gas monitoring systems.
- Link all alarms to Protection Services. Linked.
- Upgrade fire alarms. Fire alarms upgraded in 2015.
- Increase awareness campaigns on emergency procedures catering for all risks.
- Recycle fluorescent tubes.
- Conduct safety inspections at all off-campus student accommodations; 313 inspections were conducted in 2014/2015.

#### **2020**

- Overall occupational safety compliance rate 86%.
- Recycling figures – target 15%.
- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all protection staff on first aid and firefighting.
- Train 2 800 staff members on safety related matters.

#### **2025**

- Overall occupational safety compliance rate 88%.
- Recycling figures – target 20%.

## OHP STRATEGIC DIRECTION, GOALS AND TARGETS

### **Goals and targets for 2016-2017**

- Implementing UJ Food Safety Certification Strategy: national certification on the HACCP system is envisaged. UJ plans to become the first South African higher education institution (HEI) to achieve this certification type.
- Crafting a UJ global Occupational Health Risk profile based on qualitative risk assessment.
- Implementing the Chronic Disease Programme in collaboration with Prof Yoga Coopoo; after commencing with 60 to 80 clients at DFC.
- Promoting the *TB Proof Project*, where clinicians at UJ were made aware of the high TB prevalence and mortality among healthcare workers, implications for UJ, test fitting of respirators and infection prevention and control.
- Completing DPhil Nursing Science degree by the HOD.
- Publishing master's study in academic journal, *Occupational Health SA*.
- Publishing articles in *Higher Education News*: Zika Virus infection and Risk Assessment on the use of biometric devices at UJ access points.
- Tracking and facilitating progress on the implementation of the Tobacco Control Policy.
- Managing N911 contract.
- Renewing contracts with N911, OCSA and LTL.

### **Long-term initiatives**

- Strong bilateral collaboration with equivalent peers;
- Trendsetting in OHP governance at an HEI.

## **CONCLUSION**

The Occupational Health Practice and the Occupational Safety Department have unique roles and responsibilities that will overlap from time to time to ensure the health and safety of all staff, students and visitors. Both roles have been extensively developed at UJ. The resulting levels of expertise have placed UJ in a trendsetting position among peers in higher education.

In conclusion, integrated health and safety reporting was embarked upon for the first time at UJ in the reporting year. It has been encouraging to view the combined efforts towards risk mitigation. In addition, the track record of close to zero per cent preventable risk is evidence of effective systems. Given the anticipated future legislative requirement of an integrated reporting system for the institution, this mode of reporting displays UJ's readiness for the future.



**Denice Manganye (Mr)**

Advisor to the Vice-Chancellor:  
Special Projects (Operations & Campuses)



**Kinta Burger (Prof)**

Registrar







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# ACADEMIC TEACHING AND LEARNING

## OVERVIEW

The University of Johannesburg is a comprehensive university that offers academic programmes from undergraduate diploma to doctoral qualifications. The strategic thrusts related to teaching and learning are to provide an outstanding student experience and global excellence in teaching and learning.

The 2025 strategy of the University is to achieve global stature. In terms of teaching and learning, this will involve attaining and maintaining:

- intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the 21st century;
- pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process;
- outstanding achievements across our diverse student body;
- an enrolment profile with growth in Education and Science, Engineering and Technology (SET), with an increase in international students and a significant proportion of students from schools in the lowest two quintiles.

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014-2020. The data for 2014 reflect audited figures, while the 2015 data were accessed on 18 March 2016.

## STRATEGIC FOCUS

The Institutional Scorecard for 2015, related to teaching and learning, reflects the following targets:

- honours, master's and doctoral enrolments: 6 100;
- graduate output honours, master's and doctoral: 2 700;
- graduate output undergraduate: 8 950;
- percentage permanent and fixed-term academic staff with doctorates: 43%;
- percentage first-time entering undergraduate students with APS  $\geq$  35: 33%;
- enrolment profile by CESM category (SET): 31,3%.

## TEACHING AND LEARNING STRATEGY AND POLICIES

The following strategies, policies and regulations related to teaching and learning are implemented at the University:

- Admission and Selection Policy
- Academic Regulations
- Faculty Rules and Regulations
- UJ Teaching and Learning Strategy
- Teaching and Learning Policy
- Academic Programme Policy and Guidelines for the Development of Academic Programmes

- Admission and Selection Policy, including related placement tests
- Recognition of Prior Learning Policy
- Assessment Policy
- Policy on Work-integrated Learning
- Policy on Learning Material
- Certification Policy
- Enrolment Management Plan and UJ Enrolment Management Model

## **ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE**

### **Overview**

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The Executive Director: Library and Information Centre and the Executive Director: Internationalisation currently report to the DVC: Research, Internationalisation and the Library.

Senate and Senate Committees are responsible for the governance related to the academic programme delivery.

The Registrar is responsible for the governance and quality of academic administration relating to the academic life cycle of the student, from application to graduation. The following governance related to teaching and learning is reflected in this section:

- Academic architecture
- Distinctive campus programmes
- Enrolment Plan 2015
- Senate and Senate Committees
- Teaching and learning support governance:
  - Academic Development and Support
  - Library and Information Centre
  - Internationalisation

### **Academic architecture**

The following nine faculties are operational:

- Faculty of Art, Design and Architecture (FADA)
- Faculty of Economic and Financial Sciences (FEFS)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Management
- Faculty of Science

### **Distinctive campus programmes**

The academic programmes are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC) and the Soweto Campus (SWC).

### **Enrolment Plan 2015**

The UJ Enrolment Plan for 2015 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- total headcount enrolment of 48 648;
- the total target of first-time entering undergraduates: 10 500 to 11 000;
- percentage of headcounts per qualification type (excluding Advanced Certificates in Education):

- undergraduate diplomas: 32,8%
- undergraduate degrees: 53,0%
- undergraduate total: 85,88%
- postgraduate below master's: 7,62%
- master's and doctoral enrolments: 6,5%
- doctoral enrolments: 1,54%
- postgraduate total: 14,12%
- percentage of headcounts per aggregate Classification of Educational Subject Matter (CESM) category:
  - business and management: 39,8%
  - education: 6,3%
  - science, engineering and technology: 31,1%
  - other humanities: 22,8%.

The Enrolment Plan was refined per faculty and the planned enrolment figures were approved in accordance with the above institutional specifications. In addition to this, each faculty calculated the planned enrolment figures per qualification for planning and monitoring purposes.

### **Senate and Senate Committees**

Senate consists of the members of the Management Executive Committee (MEC), executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), the heads of academic schools (who are not professors), the heads of academic departments (who are not professors), two members of the Student Representative Council (SRC) and invited members as determined by Senate. The Vice-Chancellor and Principal is the Chairperson of Senate.

The following Senate Committees are operational:

- Senate Executive Committee
- Senate Higher Degrees Committee
- Senate Teaching and Learning Committee
- Senate Research Committee (known as the University Research Committee)
- Senate Academic Freedom Committee.

The governance performance of the above structure/committees is reflected in Section 3 (Statement on Governance) of this report.

## **INSTITUTIONAL ACADEMIC PERFORMANCE**

### ***Student enrolment profile, performance and graduate output***

The planned headcount for 2015 was 48 648, and the achieved headcount enrolment was 49 343, which is 1% above the planned target. This is a credit to the manner in which the faculties dealt with the complex matter of estimating yields on admissions, which is never an exact science. The enrolment per campus was almost perfectly according to plan.

**Table 15: Enrolment figures per campus, 2009 to 2015**

<b>Campus</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
APB	10 157	10 132	9 521	7 763	6 375	5 475	5 063
APK	27 809	26 334	27 885	26 689	26 732	26 655	26 635
DFC	8 337	7 509	7 830	8 902	9 753	11 334	11 696
SWC	3 013	4 340	5 292	5 415	5 419	6 226	5 949
<b>Total</b>	<b>49 316</b>	<b>48 315</b>	<b>50 528</b>	<b>48 769</b>	<b>48 279</b>	<b>49 690</b>	<b>49 343</b>

In the Faculties of Science and Education, which are both planned growth areas, enrolments were up from 2014, which is a very pleasing outcome. The remainder of the faculties all achieved enrolments very close to targets, resulting in a very slight over-enrolment in total.

**Table 16: Headcount enrolment figures per faculty, 2009 to 2014**

Faculty	2009	2010	2011	2012	2013	2014	2015
Art, Design and Architecture	1 092	1 112	1 197	1 207	1 257	1 310	1 370
Economic and Financial Sciences	10 798	10 877	11 330	11 495	11 361	10 868	10 625
Education	5 000	4 957	5 051	3 886	3 515	3 880	3 954
Engineering and the Built Environment	8 436	7 871	8 368	8 323	8 352	8 677	9 120
Health Sciences	3 679	3 537	3 433	3 609	3 661	3 725	3 738
Humanities	5 392	5 601	5 781	5 738	5 847	5 988	5 666
Law	1 575	1 517	1 623	1 580	1 699	1 709	1 732
Management	10 328	9 898	10 195	9 407	8 839	9 538	8 984
Science	3 015	2 945	3 550	3 524	3 748	3 995	4 154
<b>Total</b>	<b>49 315</b>	<b>48 315</b>	<b>50 528</b>	<b>48 769</b>	<b>48 279</b>	<b>49 690</b>	<b>49 343</b>

The table below shows that the University has succeeded in maintaining a steady ratio of full-time equivalent (FTE) students to headcounts. This is an indication of the average load carried by students and suggests that the proportion of students carrying a less than full load is remaining constant.

**Table 17: Headcount, FTE and ratio**

Year	Headcount	FTE	Ratio
2015	49 343	37 962.066	0.769
2014*	49 690	38 156.047	0.768
2013	48 279	36 494.146	0.76
2012	48 769	37 348.712	0.77
2011	50 528	38 556.638	0.76
2010	48 315	37 270.580	0.77
2009	49 316	38 077.709	0.77

The ratio of undergraduate to postgraduate enrolments has moved in the planned direction. The target percentage of postgraduate enrolments was 14,12%, and this was exceeded, totalling 14,9% of the overall enrolment. The rate of change in the postgraduate headcount percentage relies heavily on the honours enrolment per faculty. Honours enrolment and throughput into master's will be a primary focus of all faculties in the years ahead.

**Table 18: Undergraduate and postgraduate headcount percentage of enrolment figures**

Enrolment Type	2009	2010	2011	2012	2013	2014	2015
Undergraduate	86,7%	86,9%	86,9%	86,1%	85,7%	85,6%	84,9%
Postgraduate	13,1%	12,8%	12,8%	13,6%	14,0%	14,08%	14,9%
Occasional	0,2%	0,3%	0,3%	0,3%	0,3%	0,30%	0,23%

The enrolment of international students increased markedly, to bring the University to a 5,7% proportion of international students. Enrolling international students remains a priority as the University aims to increase this proportion significantly by 2020. Faculties are closely monitored in this regard, and greater effort is currently being applied to increase the enrolment of international students.

**Table 19: International enrolments and percentage of total enrolments**

2009	2010	2011	2012	2013	2014	2015
1 950	2 216	2 351	2 417	2 309	2 342	2 803
4,0%	4,6%	4,7%	5,0%	4,8%	4,7%	5,7%

In relation to the Classification of Educational Subject Matter (CESM) mix, the SET target for 2015 was 31,1%. The achievement of 33% is noteworthy, because of the declining number of high scores in Mathematics and Science in the annual NSC results. There is considerable competition among universities for SET students, and having exceeded our 2015 target is pleasing.

**Table 20: CESM mix**

CESM Category	2009	2010	2011	2012	2013	2014	2015
Business and Management	38,2%	41,4%	40,9%	40,3%	39,4%	38,7%	39,2%
Education	9,3%	8,6%	8,3%	6,7%	6,3%	6,3%	7,5%
Humanities/Law	21,0%	20,5%	20,9%	22,6%	23,5%	23,3%	20,4%
SET	31,5%	29,5%	29,9%	30,4%	30,8%	31,7%	33%

The University seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body. The Indian and Coloured share remained stable, while the white share decreased by a further 1,2%. The rate of decrease in the white enrolment has slowed in recent years, but appears not yet to have stabilised.

**Table 21: Student profile: Population group distribution\***

Race	2009	2010	2011	2012	2013	2014	2015
Black	72,8%	74,3%	77,1%	78,7%	79,9%	81,09%	82,07%
Coloured	3,2%	3,2%	3,2%	3,0%	3,1%	3,20%	3,29%
Indian	4,8%	4,8%	4,5%	4,5%	4,5%	4,56%	4,7%
White	19,2%	17,7%	15,2%	13,8%	12,5%	11,13%	9,94%

*\* International students excluded*

The undergraduate success rate once again has climbed, and has reached a remarkable 85,4%. These achievements will inevitably lead to improved graduate throughput. It must be noted that the success rates may soon reach a plateau beyond which any further expectations of improvement would be unrealistic.

**Table 22: Undergraduate success rates**

Undergraduate Type	2009	2010	2011	2012	2013	2014	2015
Undergraduate diploma and certificate	75,1%	77,5%	80,9%	81,6%	84,1%	85,0%	85,6%
Undergraduate degree	74,8%	78,8%	78,4%	82,4%	82,9%	84,3%	85,3%
Average undergraduate	74,9%	78,3%	79,4%	82,1%	83,4%	84,5%	85,4%

In terms of graduate outputs, 2015 results were mixed. Undergraduate output decreased from 9 574 in 2014 to 9 043 in 2015, a decrease of 531 graduates. Postgraduate output decreased from 2 760 to 2 301, a decrease of 459. Once HEMIS data have been audited in June we will have a clearer idea of whether this decrease will hold or be as extensive. Honours graduate output decreased from 2 127 in 2014 to 1 909 in 2015. The table below reflects the graduate output for the 2015 reporting (academic) year.

**Table 23: Graduate output subsidised qualifications**

Qualification Type	2009	2010	2011	2012	2013	2014	2015
Undergraduate: three years and less	7 505	7 515	8 145	8 202	8 067	8 496	7 997
Undergraduate: four years	521	519	639	683	851	1 078	1 046
<b>Undergraduate Total</b>	<b>8 026</b>	<b>8 034</b>	<b>8 784</b>	<b>8 885</b>	<b>8 918</b>	<b>9 574</b>	<b>9 043</b>
Postgraduate (pre-master's)	1 921	1 830	1 983	1 986	2 065	2 127	1 909
Master's	320	369	394	430	514	527	307
Doctoral	70	51	68	109	78	106	85
<b>Postgraduate Total</b>	<b>2 311</b>	<b>2 250</b>	<b>2 445</b>	<b>2 525</b>	<b>2 657</b>	<b>2 760</b>	<b>2 301</b>
<b>Total</b>	<b>10 337</b>	<b>10 284</b>	<b>11 229</b>	<b>11 410</b>	<b>11 575</b>	<b>12 334</b>	<b>11 344</b>

The University submitted its enrolment plan 2013 to 2019 to DHET at the beginning of the year, and this will continue to provide the broad parameters for planning over the next few years in terms of UG to PG ratio, CESM mix and other factors. DHET has yet to provide the higher education system as a whole with a Ministerial Enrolment Planning Statement.

### ***Undergraduate applications and admissions***

The 2016 decline in total applications (all choices) is as a result of the online application system “pre-screening” the marks of undergraduate applicants while they are applying. Although applicants are allowed to select a qualification for which they do not meet the minimum requirements, the online application system gives them an early warning that they do not meet the minimum entrance requirements.

NB – The “pre-screening” for undergraduates mentioned above is not applicable to undergraduate international applicants at this point in time.

When processing the applications for undergraduate first years, the following categories in relation to admission status were utilised:

- **Full Admission Admitted:** These are applicants who are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification.



**Table 24: Undergraduate headcount applications (including BTech)**

Undergraduate applicants (headcount) as on 31 October 2015

Faculties	2011	2012	2013	2014	2015	2016
<b>FADA</b>	1 521	1 784	2 125	2 497	4 318	3 323
<b>FEFS</b>	6 833	7 420	8 051	10 292	15 561	12 741
<b>EDU</b>	2 400	2 846	3 053	6 212	12 162	10 680
<b>FEBE</b>	5 290	7 439	7 781	9 184	19 126	16 164
<b>HSC</b>	3 289	3 836	4 895	8 849	13 492	11 274
<b>HUM</b>	4 045	5 331	6 874	10 628	19 415	17 596
<b>LAW</b>	2 786	3 541	4 521	5 551	12 887	8 215
<b>MAN</b>	5 650	6 214	7 017	7 918	15 436	13 341
<b>SCI</b>	2 803	3 337	4 445	4 950	9 827	7 098
<b>Total</b>	<b>34 617</b>	<b>41 748</b>	<b>48 762</b>	<b>66 081</b>	<b>122 224</b>	<b>100 432</b>

- **Conditional Admission:** The admission is based on the applicant's Grade 11 results that reflect good academic performance and therefore exceed the minimum admission criteria, thus reflecting low risk for final selection base on Grade 12 results. This admission status is, however, still subject to the final Grade 12 results, including the endorsement requirement.
- **Provisional Admission:** This is subject to space. The applicant complies with the minimum admission criteria based on Grade 11 results, but the academic performance reflects a degree of risk or the enrolment target for a specific academic programme has been exceeded or may be exceeded in accordance with the final selection and admission process that is based on an Academic Rating System (ARS).
- **Admission Declined:** This implies non-compliance with the admission criteria. A total of 51,9% of the applications were declined.

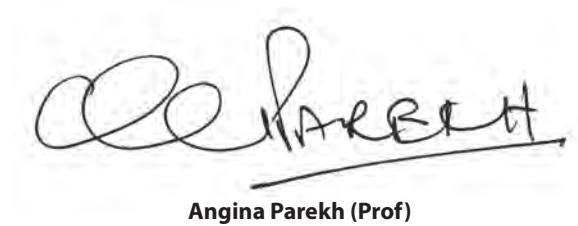
**Table 25: Undergraduate admission statuses as on 4 February 2016**

Faculties	2011	2012	2013	2014	2015	2016				
						Admitted 1	Cond. Admitted 2	Total 1+2	Prov. Selected 3	Total 1+2+3
<b>FADA</b>	345	333	344	377	390	56	1 390	1 446	7	1 453
<b>FEFS</b>	2 807	3 101	2 772	2 900	4 883	1 810	3 949	5 759	2 082	7 841
<b>EDU</b>	1 194	898	1 240	1 266	1 247	833	1 514	2 347	444	2 791
<b>FEBE</b>	1 633	2 189	1 508	2 193	2 879	1 427	2357	3784	3 117	6 901
<b>HSC</b>	1 152	1 214	1 266	1 600	1 008	488	1 999	2 487	1 873	4 360
<b>HUM</b>	1 204	1 957	2 078	3 047	2 444	1 602	1 607	3 209	5 180	8 389
<b>LAW</b>	619	502	589	674	810	163	541	704	1 967	2 671
<b>MAN</b>	1 652	1 616	1 724	3 088	2 934	1 598	2 035	3 633	936	4 569
<b>SCI</b>	894	940	1 088	1 486	1 947	778	1 456	2 234	1 092	3 326
<b>Total</b>	<b>11 500</b>	<b>12 750</b>	<b>12 609</b>	<b>16 631</b>	<b>18 542</b>	<b>8 755</b>	<b>16 848</b>	<b>25 603</b>	<b>16 698</b>	<b>42 301</b>

A total of 42 301 undergraduate applicants were granted admission in one of the above three admission categories for at most 11 000 places:

- 8 755 admitted;
- 16 848 conditional admission;
- 16 698 provisional admission.

Approximately **52 135** undergraduate applications were declined and referred to Further Education and Training (FET) Colleges reflected on the UJ distribution list.

A handwritten signature in black ink, appearing to read 'Angina Parekh', with a horizontal line drawn underneath the name.

**Angina Parekh (Prof)**  
Deputy Vice-Chancellor. Academic

# ACADEMIC DEVELOPMENT AND SUPPORT

## OVERVIEW

The Division of Academic Development and Support (ADS) comprises multiple operations and interventions with the overall purpose of providing the best possible academic experience to an undergraduate in South Africa. Our interventions, support programmes, initiatives and faculty partnerships are all intended to maximise the possibilities of retention and success.

Our ultimate focus is thus on contributing substantially to the reduction of dropouts, and to improvements in the module pass rate and the degree throughput rate. The intellectual and professional development of our students is entrusted into our care, and it is our responsibility to provide cutting-edge interventions, including psycho-social support initiatives to stabilise the personal environment of the student, academic support initiatives to maximise the deployment of individual learning energies, initiatives to deepen and broaden the pervasive and sophisticated use of academic technologies, and opportunities for academic staff development in pursuit of profoundly effective teaching practice. Our collective institutional goal is to deliver, from our care, graduates who are confident and passionate, as intellectuals, professionals, citizens and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, continues on an upward trajectory, and has reached 85,4%. Over the past five years, the undergraduate degree credit success rate has been as follows:

**Table 26: Undergraduate credit success rate**

2011	2012	2013	2014	2015
79,4%	82,1%	83,3%	84,6%	85,4%

This achievement is considerable, especially when viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational sectors, and do not comprise only those with an academically elite background. Crucial to our success is to engage our first-year students from their first day on campus, by means of the transition and orientation programme known as the First Year Seminar (FYS), a multi-pronged initiative conducted by ADS in collaboration with the nine faculties. The FYS leads into the intensive First Year Experience, comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform and the integration of technology into teaching and learning, to maximise the accessibility of learning materials, student support, and information exchange. Our students are actively engaged: 68% of students consult with their tutors at least once a week (or more), and 79% of our students access uLink every day. Finally, more than 90% feel that UJ nurtures a supportive academic environment.

Over an eight-year period, differences in overall performance in terms of race have narrowed considerably. In 2008, the gap between black and white undergraduate degree credit success was 9,4%, and this has shrunk to a consistent 4% over the past two years. Racial inequity in undergraduate performance has been significantly reduced, and this trend is likely to continue.

**Table 27: Undergraduate performance according to race**

	2008	2009	2010	2011	2012	2013	2014	2015
<b>UG Degree Total</b>	<b>77,3%</b>	<b>74,8%</b>	<b>78,8%</b>	<b>78,4%</b>	<b>82,4%</b>	<b>83,0%</b>	<b>84,3%</b>	<b>85,4%</b>
<b>Black</b>	74,1%	71,7%	77,1%	76,7%	81,4%	82,0%	83,7%	85,0%
<b>Coloured</b>	73,1%	71,2%	76,7%	77,9%	80,9%	82,4%	83,4%	83,9%
<b>Indian</b>	77,0%	75,8%	79,2%	78,8%	84,2%	84,0%	86,9%	87,6%
<b>White</b>	83,5%	83,0%	84,0%	85,1%	87,2%	88,2%	87,9%	89,5%

The dropout rate is based on the answer to the question: Did the student return in the following year? The percentage of first-year students who did not return in 2015 was 18,6%, while the provisional percentage of first-year students who did not return in 2016 is 16,7%. This reduction of 1,9% in the first-year dropout rate is positive, but this does not yet indicate a downward trend. The effectiveness of our interventions to attenuate dropout can only properly be tested by a clear downward trend over three or more years. To obtain a detailed understanding of the factors involved in students of good academic standing not returning to UJ in 2016, ADS is conducting interviews with as many of this cohort as we are able to contact, in early 2016. While this engagement will provide reliable and detailed data, it is most likely that, directly or indirectly, a lack of funds is the principal contributor. Moreover, a lack of funds is often responsible for academic exclusion, as a result of problems with transport, living and studying conditions, hunger and trauma. Only 71% of our students have a quiet place to study at home, and only 55% of respondents in the 2015 Student Satisfaction Survey claimed they had enough to eat every day. We need also to bear in mind that 40% of our undergraduate students have employment, which impacts on the time available for study.

Completion of an undergraduate programme in minimum time is a significant indicator of institutional success. For the three-year undergraduate degree, the percentage completion in minimum time is reflected in Table 28.

**Table 28: Percentage completion in minimum time**

2009 cohort	2010 cohort	2011 cohort	2012 cohort	2013 cohort
24,5%	30,9%	32,2%	37,2%	39,5%

The increase from the 2012 cohort (graduated in 2014) to the 2013 (graduated in 2015) cohort is 2,3%, and the five-year improvement is 15%. This is a very good result, and indicates a consistent upward trend. Nevertheless, we cannot sit on our laurels, as this translates to only 4 out of 10 students completing the three-year degree in regulation time. The Intensive Revision Programme, to be implemented in 2016, plus a renewed focus on reducing hurdles to progression (such as prerequisites) is bound to give a further lift to our completion rates.

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 and energy, to this continuous endeavour.

## **ACADEMIC DEVELOPMENT CENTRE (ADC)**

ADC consists of three departments, namely ADC Access, Academic Development Innovation (ADI) and Professional Academic Staff Development (PASD). The coordinators of both the UJ First Year Experience and

the Senior Student Experience are also located in ADC. The newly established South African National Resource Centre (SANRC) for the First Year Experience and Students in Transition, which is an independent entity, is also housed in and managed by ADC.

During 2015, ADC enjoyed a productive year, characterised by continued progress in building productive partnerships with faculties as well as strengthening and sustaining equitable services on the various campuses. The strategic foci of ADC involved the widening and the deepening of the Centre's impact on student success, as well as establishing the South African National Resource Centre for the First Year Experience and Students in Transition (SANRC). The successful establishment of the SANRC and the Senior Student Experience (SSE) at UJ was a highlight that exemplified ADC's more integrated approach and its national impact. ADC also managed its resources well and made significant progress towards an improved equity profile.

ADC endeavours to contribute to all the UJ strategic objectives by supporting undergraduate students and teaching in a variety of ways. It specifically contributed towards UJ's Strategic Objective 2 (Excellence in Teaching and Learning) as this relates directly to the core business of ADC. Significant contributions were also made to Objective 3 (International Profile) through the University of Johannesburg English Learning Programme (UJELP) course as well as the African Institute for Economic Development and Planning (IDEP) and the SANRC.

ADC's extended diploma programmes (ADC Access) continued their excellent work in 2015. The work of ADC Access is focused mainly on the Doornfontein Campus, but also extends to the Soweto and the Auckland Park Bunting Road Campuses. During the year, ADC Access taught approximately 630 first-year students registered in FEBE, Management and Humanities respectively. The module success rates of 13 of the 15 extended diplomas were above 80%, with seven of them performing at above 90%. A specific highlight of the year was that the success rates of foundation modules in the extended diploma offerings were found to be at their highest level (86,1%) since 2009, in spite of the extended diploma students not meeting the regular entry requirements.

During 2015, the Academic Development and Innovation Department (ADI) continued the process of aligning its strategic plans to the ADC strategic plans as well as implementing innovative practice. ADI staff taught 406 students in five credit-bearing modules, including a number of language courses as well as Mastering Academic and Professional Skills (MAPS). Large numbers of UJ students continued to use the writing centres and structured literacy development modules.

Collaborative work, both within and outside the confines of the University, was increased during 2015. This included Writing in the Discipline (WID) work in collaboration with US colleagues from George Washington University (GWU). ADI also continued offering two short learning programmes in support of UJ's Global Excellence and Stature strategy, namely:

- The Business Communication and Writings for Intergovernmental Professionals (BCWIP) course, in conjunction with the United Nations Economic Commission for Africa (UNECA)
- The University of Johannesburg English Language Programme (UJELP), in conjunction with the UJ International Office.

Professional Academic Staff Development (PASD) continued to play a central role in developing academics as teachers in the UJ context, by providing a number of developmental opportunities for tutors, senior tutors, and new as well as more experienced academic staff. In addition to developing academics as teachers, PASD also played a role in helping staff document their experiences as teachers for recognition and reward purposes and in helping them develop as scholars of teaching and learning. The professionalisation of teaching and learning was further developed during 2015 by completing all the groundwork to establish a Postgraduate Diploma in Higher Education at UJ. The first cohort of students will enrol for the PGDipHE during 2016. Another new development during 2015 involved PASD introducing faculty-specific seminars. These seminars were conceptualised and, in some instances, jointly facilitated by PASD and faculty teaching and learning experts.

During the course of 2015, a total of 1 136 tutors and 59 senior tutors were developed and, in addition, 1 316 tutors attended check-in sessions during the year. The trend of increases in the number of student evaluations of teaching continued in 2015 and a total of 920 teaching and module evaluations were conducted. As a result

of this increase and in order to provide timeous feedback, PASD, in collaboration with CAT, developed an online evaluation system, which was piloted in 2015. It is anticipated that the online system will be rolled out in the second half of 2016.

In 2015, the UJ First Year Experience (FYE), which is a leader in the field of first-year transitions, spread its wings into the national arena. The FYE Office was involved in establishing and assisting higher education institutions (HEIs) in the formation and understanding of their own first-year experience initiatives. Institutions that invited UJ staff to assist them included Vaal University of Technology (VUT), Mangosuthu University of Technology (MUT) and University of Venda.

The UJ FYE continued using its tested data-informed approach and, during 2015, the Student Profile Questionnaire (SPQ) results indicated that a record 63,8% of the first-year students were first generation university entrants and 45,8% were the very first in their families to come to university.

In promoting first-year success, the FYE has introduced an Excellence Programme. This programme encourages the different faculties to develop intentional strategies in collaboration with ADS and other support services. Furthermore, in order to reach more students, online modules have been developed to assist first-year students in their adaptation to UJ. These online modules were made available on a dedicated website, [www.findyourwayatuj.mobi](http://www.findyourwayatuj.mobi).

During 2015, the UJ Senior Student Experience (SSE) was promoted and grown as an institutional initiative. This included national and institutional presentations, the establishment of a centralised SSE committee and visits to a variety of faculty forums. During the first term of 2015, the SSE Office hosted a seminar facilitated by international experts, Dr Jennifer Keup and Dr Dallin George Young from the National Resource Centre for the First Year Experience and Students in Transition University ? housed at the University of South Carolina. The seminar was attended by the UJ's SSE committee members and interested staff members from ADS and provided international perspectives and inputs on the UJ SSE initiative.

One of the major highlights of 2015 for ADC was the establishment of SANRC, which is now fully staffed and fully functional and housed on the APB Campus. Highlights for SANRC during 2015 included the establishment of their offices on APB, the agreement to create Mindset Learn inserts, the preparation of the special edition of the *Journal of Student Affairs* in Africa, and the highly successful First Year Experience Conference held during May 2015 and attended by more than 180 colleagues from across the country.

## **CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)**

During 2015, PsyCaD took a deliberate decision to adopt a more strategic management style. This implied the identification of strategic objectives that were aligned with the strategic objectives of both ADS and UJ. Part of the strategic planning process was to ensure that the necessary resources be directed to the most value adding and critical functions.

The emphasis of PsyCaD's service is to provide comprehensive counselling support, which is responsive to the needs of both faculties and their students, and which reinforces the underlining overall aim of enhancing academic success, student retention and throughput. During 2015, the main focused service delivery areas were further consolidated and strengthened. PsyCaD offers comprehensive services on all the campuses, and although the organisational structure is based on six teams, the main functions can be summarised as follows:

### ***Academic counselling***

This function refers to assisting students to overcome barriers to academic success. This is done by means of presentations to large groups (e.g. First Year Seminars, Senior Student Experience), smaller groups (e.g. tailor-made workshops for departments, faculties, etc.) and individual counselling. It seems as if the students prefer individual interventions to group interventions. In 2014, 365 students attended these group sessions as opposed to only 142 students in 2015. This is in stark contrast to the 6 773 students who were seen in 2015 for individual sessions, which is also an increase from 5 609 students who were assisted in 2014.



### ***Psycho-education***

In addition to the academically focused workshops (referred to above), PsyCaD has developed approximately 30 workshops that focus more on typical psychological problems (e.g. stress management, anxiety, etc.). These workshops were presented on request from faculties, departments, residences, etc.

### ***Student counselling/therapy***

As mentioned before, students seem to prefer individual sessions to group sessions. During 2015, there were 2 564 who were assisted and reported for, on average, two sessions of counselling/therapy (total number of sessions = 6 418).

### ***Psychological assessments***

A number of psychological assessments were done for both internal (students and staff) and external clients (companies, schools, individuals). These assessments are either traditional (handwritten) or computerised assessments, and can be done either in groups or individually, depending on the type of assessment. There is a decline in the demand for individual, traditional assessments as reflected in the numbers for 2014 (132) and 2015 (119). In contrast to this, there is an increasing demand for computerised assessments (1 809 for 2014; 1 990 for 2015).

### ***Disability services***

Increasing attention has been given to addressing issues of access, retention, progression and participation of students with disabilities. It is the constant mission of the Unit to advocate for and provide equal opportunities for students with disabilities. It directly facilitates support for students with disabilities through advice, support and academic accommodations in partnership with such students' university departments and faculties; thereby assisting people with disabilities to have barrier-free access to teaching and learning. The support of students with disabilities is a systemically complex activity and thus the Disability Services Unit within PsyCaD concerns itself with the academic, technological, psycho-social and psychological support of students with disabilities. This requires the Unit to be equipped with not only specialised assistive technologies and devices, but also personnel that are highly skilled and trained in the support that students with disabilities require. In 2015, there were 345 students with disabilities registered with the institution. During this period, 290 students with disabilities were directly supported by the Disability Services Unit in various ways. This amounted to 587 appointment-based, consultative sessions consisting of academic, psycho-social, assistive devices as well as access-driven support. In addition, 691 walk-in queries were also facilitated.

### ***Career Services Unit***

The core functions of the Career Services Unit are to provide:

- Career assessments and career counselling to clients (learners, school communities, prospective and enrolled students, companies and graduates). During 2015, 291 career assessments were done.
- Advisory and consulting services, including the Workplace Readiness Programme offered within the Senior Student Experience (SSE) initiative, to assist students in preparing for the workplace and gaining necessary job-searching skills. During 2015, a wide range of workshops were offered and approximately 1 838 students attended these. Walk-in advisory services across all campuses, where students have the opportunity to interact with professional staff on a needs basis, as well as appointment-based consulting sessions with Career Consultants, affording students the opportunity to hone their job search skills, have their CVs reviewed and gain assistance in preparation for employment interviews.
- During 2015 there were 1 379 visits to the Career Resource Centres (CRCs) on the four campuses.
- In 2015, the Career Services organised four Career Fairs across three campuses in the Employer Engagement and Recruitment Programme to facilitate the recruitment of UJ students and graduates.
- The YourCareer Job Portal offered a range of online graduate opportunities to potential employers.

### ***Community engagement***

In addition to providing services to UJ staff and students, PsyCaD is also committed to providing services to the broader community. During 2015, PsyCaD established a relationship with the GDE, which entails assisting learners with both psychological assessments and therapy.

PsyCaD continues to offer a wide range of psychological and career services to the students. The 2015 statistics, in general, reflect that clients progressively tend to prefer individual-based interventions to group-based interventions. This places constraints on resources, and alternative ways, such as more online interventions, need to be explored in 2016.

### **CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)**

The Centre for Academic Technologies supports the provision and development of innovative and evolving technologies for teaching and learning in order to foster a 21st century skilled academia through the smart use of academic technologies.

A number of strategic objectives guided the CAT team members during 2015:

- Developing processes to support the UJ community in the creative use of teaching and learning technologies.
- Fostering the sharing of ideas and supporting researchers through appropriate interactions.
- Developing expertise in the use of design-based educational research.
- Using international experts to help UJ staff members in the production of educational research that is based on the CAT framework and undertaken as design-based research approaches.

Our work included community support and development services that provided support and development opportunities to the UJ's community, including students and staff members; teaching and learning consultancy services that cultivated academic members to explore and develop new teaching-with-technology pedagogy; and technical support and development services that promoted the use of mobile cross-platform applets.

### ***Community support and development services***

A number of core initiatives were undertaken to support the introduction of tablet use for teaching and learning, including the following:

- Workshops, an online self-help manual and a PowerPoint presentation were developed to help students learn to use a tablet for learning.
- A process was developed to manage all staff and student queries via our helpdesk. During 2015, the helpdesk staff and teaching and learning consultants solved over 3 000 queries. The majority of the queries were students' requests for support with access to Blackboard modules. A ticketing system was used to keep record of the queries, and our effectiveness in dealing with them.
- Information slides to direct students to solve problems through the use of ADS services were displayed on large TV screens situated in ADS venues on each campus.

### ***Teaching and learning professional development***

Staff training sessions did not focus on mere technical training, but focused more on professional development that builds technology competency into development opportunities. This team designed, developed and deployed a professional development module to assist academic staff with the integration of tablet use in their classroom teaching, as well as a module on custom made assessments.

eLearning progress at UJ made it necessary to develop a paper-to-online workshop, which was in the developmental stage by the end of 2015.

Six hundred and seventy-five (675) academic staff members attended staff development workshops in 2015: one-on-one or in groups.

A total of 90+ academic staff attended the quarterly CAT Technology-in-Teaching seminars.

### ***Technical support and development***

Over the past few years the use of mobile technologies by staff and students and the development of online modules were highlighted as major trends in higher education. During 2015, the following was achieved in this regard: uLink functionality was increased to provide students with a means to register for email and set up their login credentials; uLink became the primary student and staff portal (similar to 2014, uLink delivered over 5 million page requests per day); and uConnect provided mobile access to all the registration processes.

### ***Other achievements include the following:***

- During 2015, 2 765 modules were registered in Blackboard, 404 more than 2014 (a 17% increase).
- Small improvements were made to Version 3 of UJ's App, uGo in 2015. uGo integrates student applications, admissions, First Year Seminar, surveys and registration and was used for the 2015 registration sessions. A streamlined version of uGo (Version 4) will be developed in 2016, incorporating a number of new features.
- A uLink App for the Registrar's Office was designed and deployed to provide students with a complaint or grievance procedure that includes relevant steps and contact information.
- CAT developed processes with Student Finance and NSFAS staff to distribute 2 572 of a possible 2 600 Apple iPad mini 1s to first-year NSFAS students during Term 1 of 2015.
- CAT staff members also developed and deployed an instrument to assess the use of technology in the classroom.

### ***CAT Lab: Supporting innovation for teaching and learning***

The aim of the CAT Lab is to develop one-on-one collaborative teaching media artefacts that will be used university wide as RULOs. The UJ Teaching and Learning Laboratory will be housed in the B5 Building and will be fully functional by mid-2016.

In conclusion, during 2015, CAT services were widely used by staff and students to support the use of technology for teaching and learning. New services, such as training and skills development and technology components to support the use of mobile devices, were introduced and supported. Research to evaluate the use of technology in teaching and learning was ongoing during 2015 and will continue in 2016.

## **SPECIAL PROJECTS**

### ***DHET Teaching Development Grant and the Foundation Grant (2014/2015 cycle)***

The University of Johannesburg initiated additional projects with the Department of Higher Education and Training (DHET) to support the academic development of its undergraduate students and academic staff. Academic Development and Support (ADS) administered and reported on the Teaching Development Grant (TDG) of R46 533 000.00 and the Foundation Grant (FG) of R27 899 000.00 for the 2014/2015 cycle, and received clean audits for both grants. No refunds were due to DHET for unspent funds. UJ's commitment to the development of its students and staff is evident in that the University made available additional funds for some of the projects. Specific examples are the iPads UJ purchased for its NSFAS first-year students to ensure that they were able to learn with technology and also the additional budget allocated to tutors, senior tutors and the assistant lecturers.

***The Teaching Development Grant*** was awarded to UJ for three years (2014/2015 – 2016/2017), each cycle running from 1 April to 31 March of the next year, to a total amount of R139.209 million.

The projects supported are in six broad programme areas, some subdivided into activity areas:

- Programme 1: Development of university teachers and teaching with Activity 1, the Academic staff development programme and Activity 2, Learning with technology.
- Programme 2: Tutorship and Mentorship programme with Activity 1, the Enhanced tutor programme.
- Programme 3: Enhancing the status of teaching with Activity 1, the Vice-Chancellor's Teaching Excellence Awards.

- Programme 4: Researching Teaching and Learning with Activity 1, the Teaching Innovation Fund and Activity 2, the UJ Teaching and Learning Chair.
- Programme 5: Managing the TDG, for which UJ did not request funding.
- Programme 6: University priorities with Activity 1, English language development (undergraduate and postgraduate) and Activity 2, Assistant Lecturers.

**The Foundation Grant** is awarded to UJ on an annual basis, each cycle running from 1 April to 31 March of the next year. The Foundation Grant for the 2015/2016 cycle was R34.017 million.

The Foundation Grant has allowed UJ to offer 29 extended curricula programmes in the Faculties of Management, Humanities, Engineering and the Built Environment and Science to students who are at risk of failing or dropping out of higher education. The funds have allowed for the creation of extended curricula programmes with substantial foundational provision that provide solid academic foundations on which the students can base their future studies.

ADS is confident that these additional funds contribute to the improved pass rates of its students.

### **National Benchmark Test (NBT)**

UJ requires all its first-year students to write the NBT, ideally prior to their registration as students. This is communicated to all students during the application process as well as being announced in the annual UJ Undergraduate Career Prospectus. All students are required to write the compulsory Academic and Quantitative Literacy (AQL) test. Only certain programmes require the additional Mathematics (MAT) test. Details of these programmes are indicated on the UJ NBT website ([www.uj.ac.za/nbt](http://www.uj.ac.za/nbt)).

UJ serves as a test centre for these national tests. The tests are administered via the University of Cape Town, which appoints the invigilators for the various test sessions. In the 2014/15 cycle, 10 513 UJ applicants wrote the NBT, with 7 608 of these students admitted for study in 2015.

UJ has extended its participation in the HESA NBT project for another three cycles, as well as participation in the UCT Standard Bank NBT Project, a project that will provide an in-depth analysis of the NBT scores of entrants per faculty and even per department. The NBT Performance Report for UJ Students (UJ2015) was presented to faculties participating in this first round at a two-day workshop hosted at UJ from 24-25 March 2015.

Benchmark bands per faculty and the representation of AL, QL and MAT subdomains are contained in the Centre for Educational Testing for Access and Placement (CETAP) UJ2015 report. The subdomains report is an extension of the general NBT scores, indicating specific scores in specific skill areas, for example, for AL aspects, such as cohesion, communicative function, and discourse relations. This additional analysis assisted lecturers to understand their module groups better and to address any specific requirements identified as part of their lectures, thus aiding academic success. Using NBT scores in addition to APS scores added considerable value to a faculty's ability to take information-based decisions about its first-year students – both in terms of early identification of at-risk students, as well as their ability to place students more appropriately (e.g. in extended versus mainstream programmes or in intervention programmes).

### **UJenius Club**

The UJenius Club, a partnership between the Division of Academic Development and Support and the nine faculties within UJ, seeks to encourage undergraduate students, identified as top students in their respective degrees/diplomas, as well as promote further intellectual, social, professional and career development for academically achieving students. The Club has been operating as the 'UJenius Club' since 2012. Undergraduate students, who have achieved a year average of 75% in the preceding year with no module below 70%, are nominated for membership of the UJenius Club.

Various events were held for the UJenius members in 2015, including the annual welcome cocktail event with radio host Redi Tlhabi as guest speaker; the Alumni Network event with guest speaker professional explorer, Alex Harris; the Library Postgraduate Seminar; and the UJenius year-end celebration. In addition, faculties organised

their own activities for UJenius members. The following findings were made, based on the 2015 evaluation of the Club:

- \* UJenius Club membership increased to 391 in 2015.
- \* FEFS has been the faculty with the most UJenius members since 2013.
- \* UJenius members are mostly studying to obtain degrees: 260 members enrolled for degrees versus 161 for diplomas.
- \* 20% of students who were UJenius members in 2014 were also UJenius members in 2015.

### ***Winter School***

The University hosted its first 'Enriching Minds: UJ Winter School' on the UJ APK Campus from 6-10 July 2015. Despite fewer than anticipated participants, positive and encouraging feedback was received, with participants certainly emerging from their presentations enthused and enriched.

Presenters were invited from all faculties, ADS and Advancement, with some external presenters invited as a pilot. The final UJ Winter School Programme consisted of 54 presentations, ranging from one-hour sessions to a full-week workshop (a pilot programme with the Afrikaans Department) and the incorporation of the Winter School of the Computer Science Academy.

The same booking system was used as for UJ Open Day bookings, with the developer adding a payment component. A mobi site ([winterschool.uj.mobi](http://winterschool.uj.mobi)) was established to facilitate access by smartphones.

The Winter School attracted 389 participants, with 294 registered participants attending the general sessions that took place. The three best attended topics were: Managing your money: How to become a millionaire (22 attendees); Gene in a Bottle (21 attendees); and Gratitude makes you great! (18 attendees). The Computer Science Academy attracted 85 Grade 12 learners to their school-syllabus related long-standing Winter School offering.

Participants were invited to complete a feedback form after the presentations. Feedback was received from 140 participants. Comments and suggestions for topics will be taken into consideration for the Winter School 2016.

### ***Work-integrated Learning and Service Learning***

The UJ Work-integrated Learning (WIL) and Service Learning (SL) Forum meets once per semester. Every faculty is represented on this forum. UJ had 8 342 students in the WIL and SL learning environments in 2015. The various forms of workplace-based learning, of which WIL is an example, are an important aspect of employability and are in support of the country's National Development Plan, the White Paper on Post-School Education and Training, and in 2015 the national draft document on the Policy Framework on Workplace-based Learning in the Post-school Education and Training sector.

UJ had 2 380 students in 26 modules participating in SL. Placement and preparation for SL are managed by the faculties and all students had been placed. UJ is a participant in the international Enactus Programme.

UJ had 5 962 students doing WIL in 38 programmes in 2015. The faculties are responsible for placement and monitoring of WIL. Any company contacts identified are shared with the departmental WIL representatives. An important aspect of the preparation for WIL is the partnership with UJ's Career Services team for the job search, CV writing and interview skills workshops. This is also seen as a key aspect of the UJ Senior Student Experience.

## **CONCLUSION**

The Division of Academic Development and Support comprises a range of support services, initiatives, projects and faculty partnerships, all of which serve to maximise student resilience, success, retention and throughput. Part and parcel of this spectrum of interventions is to introduce and embed cutting-edge approaches to teaching and learning, which is clearly driven to a high degree by the recent opportunities and innovations made possible by the integration of technology into all aspects of academic life. This includes the integration of tablets/computers into daily academic activity, the development of blended learning within appropriate modules and programmes, and our current venture into online learning. It is anticipated that our strong push

into online programmes, supported by our relationship with Academic Partnerships, will make substantial positive contributions to our enrolment, student profile, global reputation and income streams.

In terms of risk, the prime ADS risks are student dropout (principally, but not exclusively, at the end of the first year) and throughput. The 2016 dropout (2015 first-year students not returning in 2016) is provisionally at 16%, which is a reduction of 3% from the 2015 dropout. While this may indicate that our interventions are bearing fruit, this can only be verified by the dropout rates in 2017 and beyond. In 2016, the Intensive Revision Programme, and proposed revisions to our supplementary assessment policy, among other initiatives, will contribute to the downward trend of the dropout rate, and thus the upward trend of the throughput rate. In terms of the root causes of dropout and underperformance, the financial plight of the vast majority of our students affects all aspects of personal and academic student life. The 2016 initiatives in terms of support for NSFAS funding and the 'missing middle' are very positive. Going forward, continued attention to financial need will inevitably reduce our academic risk.



**Rory Ryan (Prof)**

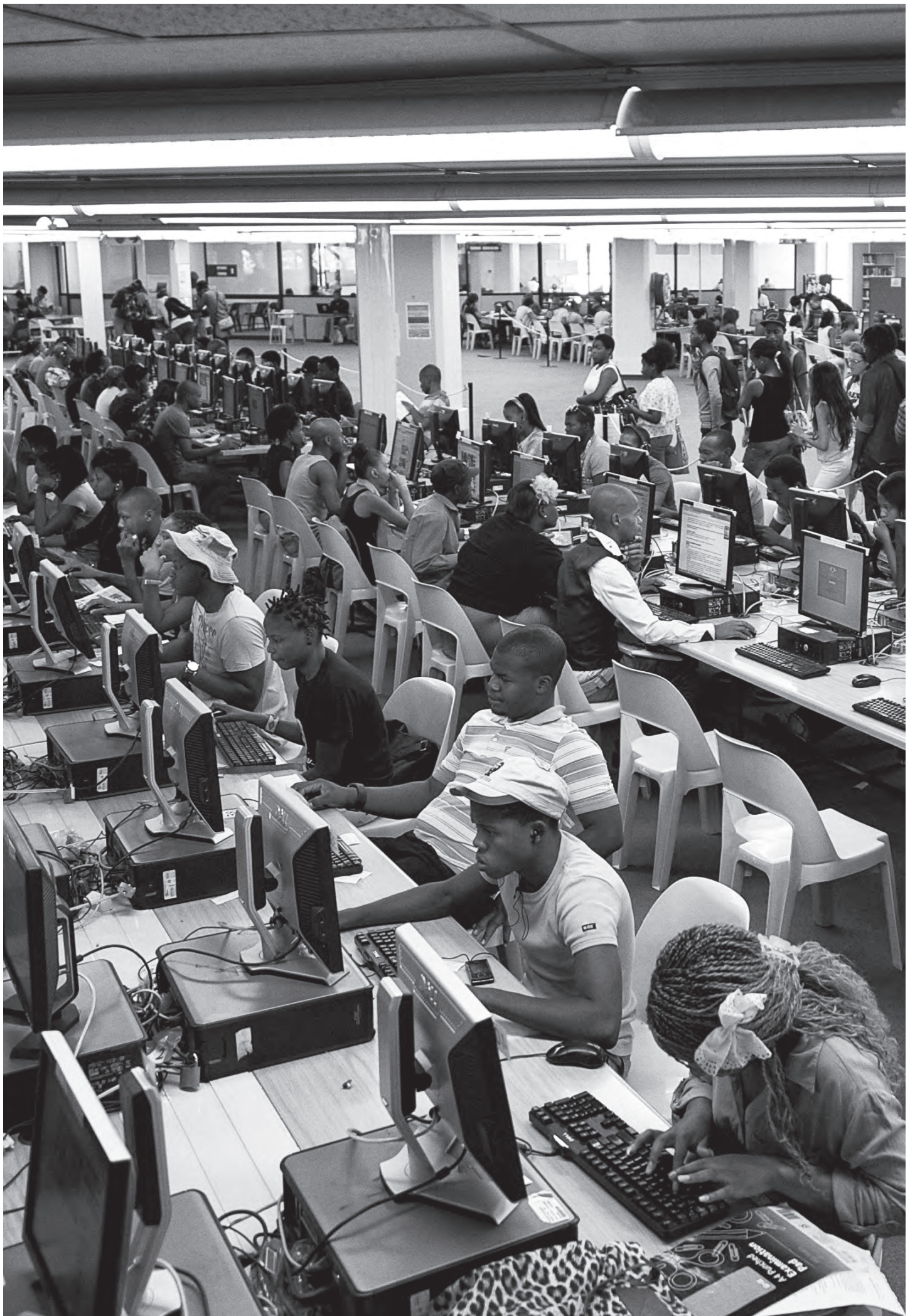
Executive Director: Academic Development and Support



**Angina Parekh (Prof)**

Deputy Vice-Chancellor: Academic









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# RESEARCH AND POSTGRADUATE STUDIES, INTERNATIONALISATION AND THE LIBRARY AND INFORMATION CENTRE

## OVERVIEW AND GOVERNANCE

The review reports on the activities of the three major Divisions: Research and Postgraduate Studies; Internationalisation; and the Library and Information Centre. Together, these represent the fulcrum of research excellence at the University.

Each of these Divisions is headed by an Executive Director who reports to the Deputy Vice-Chancellor: Research, Internationalisation and the Library. Each has its own governance and committee structures, which are carefully aligned to divisional needs. Each Division develops its strategic plan and focus in accordance with the institutional model, policy, strategy and material risks reflected in the Institutional Risk Register. At the same time, in order to fulfil its mandate, each Division interfaces with key institutional governance structures, including Senate, Faculty Boards, the University Research Committee, Senate Higher Degrees Committee and Academic Administration.



**Tshilidzi Marwala (Prof)**

Deputy Vice-Chancellor:  
Research, Internationalisation and the Library

# RESEARCH AND POSTGRADUATE STUDIES

## OVERVIEW

The year 2015 was an exciting year for Research and Postgraduate Studies. Again the University remains focused, with great ambition and a desire to be the best of the best. There were some notable achievements around research and postgraduate studies.

All information pertinent to research activities and support functions is disseminated through the website [www.uj.ac.za/research](http://www.uj.ac.za/research). The functional activities of the Division are measured through key performance indicators with goals and targets defined annually in the Institutional Scorecard. For the 2015 academic year, the key performance indicators were:

- accredited research output units;
- research quality and impact;
- amount of external research income;
- researcher profile;
- global excellence and stature research and innovation;
- postgraduate enrolment figures;
- postgraduate success rate;
- postgraduate funding;
- number of postdoctoral research fellows.

**Accredited research output units:** The University attained a 19% increase from the previous year's output of 897.4 to 1 074.91 accredited output units.

**The research quality and impact** influences our global status as a world-class research intensive university. In 2015, the field-weighted cited impact for publications for the period 2011 to 2015 was 1.2. The value for publications in 2015 was 1.39, an increase from 1.27 for publications in 2014. The number of citations received by UJ's publications per year in Scopus has been growing by an average of 22% over the past five years, and currently stands at 4,489 for the period. UJ's internationally co-authored publications attracted an average of 8.3 citations per paper, while the locally co-authored publications were cited 2.8 times each on average.

**The amount of external research income** indicates the relevance of our research activities to external funders and industry. External funding was R109.01 million in 2014 and had increased to R217.89 million in 2015. The largest improvement was with respect to National Research Foundation (NRF) funding, which had grown from R86.21 million to R130.33 million over this period.

**Researcher profile:** The number of NRF-rated researchers increased to 156 in 2014, as compared to 142 in 2014.

**Global Excellence and Stature (GES) research and innovation:** In December 2015, 49 GES appointments were approved, of whom 19 had already been appointed: three as distinguished professors, 14 as distinguished visiting professors and two as directors of Flagship Institutes.

**Postgraduate enrolments** have shown an overall growth of 8,8% from 2014 to 2015. In 2015, 6 529 honours, master's and doctoral students were enrolled. The growth per group was 7,94% at honours level, 9,24% at master's level and 11,1% at doctoral level.

**Postgraduate success rate:** There was a 3,5% growth in postgraduate graduations with 2 760 postgraduate students graduating in 2014. At honours level, there was a decrease of 7,8% from 2013 to 2015; however, at master's level there was a 2,5% increase and at doctoral level a 39,9% increase.

**Postgraduate funding:** Between 2014 and 2015, the number of awards has increased by 15,1% to 2 426. A total amount of R96 233 010.00 was awarded in 2015, which constitutes a growth of 25,65%.

**Number of postdoctoral research fellows:** In 2015, the number of postdoctoral research fellows increased to 204, as compared to 177 in 2014.

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

The Executive Director: Research and Postgraduate Studies is responsible for the Research and Postgraduate Studies Division and reports to the Deputy Vice-Chancellor: Research, Postgraduate Studies and the Library. The administrative framework of the Division is anchored in five well-defined functional activities: research administration; research development and support; research intelligence and bibliometrics; postgraduate support (Postgraduate School); and statistical consultation.

### ***Governance***

Governance is an important aspect for Research and Postgraduate Studies. A specific focus in both 2014 and 2015 was the review of policies. This work will be continued in 2016.

### ***Research administration and management: statutory structures***

The following statutory governance structures are relevant:

- Senate (chaired by the Vice-Chancellor and Principal);
- Senate committees (chaired by the Deputy Vice-Chancellor: Research, Postgraduate Studies and Library);
  - University Research Committee (URC);
  - Senate Higher Degrees Committee (SHDC);
- Faculty boards (chaired by the relevant executive dean);
- Faculty research structures (structured by the executive dean concerned);
- Academic Administration (governed by both the faculty and the Registrar in Central Academic Administration);
- UJ Postgraduate School (UJPS) Advisory Board (advising the UJPS on its governance).

### ***Research strategy and research policies***

The following policies and strategies are used to govern research and postgraduate studies at the University:

- UJ Academic Regulations (sections related to postgraduate studies);
- UJ Research Strategy;
- Research Policy;
- Student-Supervisor Policy;
- Guidelines for Authorship;
- Policy on the Classification of UJ Research Structures;
- Higher Degrees and Postgraduate Studies Policy;
- Charter for the UJ Committee to enhance applications for NRF ratings;
- Charter of the Postgraduate School; and
- Incentive Scheme for Research Outputs and NRF rating.

### ***Intellectual property***

The University's intellectual property (IP) is protected through the Conditions of Employment contract with employees, through the student contract, and through confidentiality agreements with external parties. These

agreements establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any research and dealings with the University. The University has an Office of Technology Transfer with the responsibility to encourage the creation, development and transfer of technology, as reported under the Finance Section.

### ***Risk management***

The risk profile associated with research and innovation, covering a broad spectrum of issues with different levels of risk factors, is fully described in the Institutional Risk Register. The high-risk areas relating to the Research Portfolio in 2015 were:

- limited national industrial research funding opportunities;
- limited number of postgraduate student bursaries;
- postgraduate student supervisory capacity;
- postgraduate student throughput.

All the mitigation strategies are reflected in the Institutional Risk Register and the Institutional Improvement Plan and are regularly reviewed and updated. In addition, the Research Policy and Strategy also serves as an intervention strategy to mitigate the risks. The Division is targeting and growing its research funding. The UJ Postgraduate School is addressing the issues mentioned above through the following programmes:

- Research Support for the Development of High-quality Proposals;
- Research Capacity Development, which includes programmes on proposal writing, postgraduate supervision etc.;
- Research Capacity Building for Postgraduate Students.

## **STRATEGIC FOCUS, TARGETS AND ACHIEVEMENTS**

### ***Accredited research output***

Continuing the upward trend for the sixth year in a row, UJ submitted 1 097.63 research output units to the DHET for accreditation in 2015 – the highest number of units on record. This represents an 18,3% increase over the previous year, well ahead of the annual average increase of 12,6% per annum since 2005.

The submission comprised 63.90 units for books and chapters (of which 59.52 or 93,1% were accepted), 271.31 units for conference proceedings (of which 253.47 or 93,4% were accepted) and 761.92 for journal articles (of which 100% were accepted).

In total, 1 074.91 units were accredited, representing a 7% contribution to the nationally accredited research output. The overall accreditation rate of 98% is the highest on record for UJ. While UJ has consistently enjoyed excellent success rates for journal articles and conference proceedings, the 2015 submission is notable in that the success rate for books and chapters increased from an annual average of 42% to 93,1%.

**Table 29: Accredited research output units from 2010 to 2014**

<b>Year</b>	<b>Books/Chapters</b>	<b>Proceedings</b>	<b>Journals</b>	<b>Total</b>
<b>2010</b>	22.61	72.54	515.75	610.90
<b>2011</b>	18.29	118.07	637.99	774.35
<b>2012</b>	31.36	103.91	738.64	873.91
<b>2013</b>	58.83	182.50	656.09	897.42
<b>2014</b>	59.52	253.47	761.92	1 074.91

Nationally, only institutions with doctoral headcounts over 600 (but closer to >650) achieved more than 1 100 DHET units. UJ's nearest competitors in terms of DHET accreditation (Unisa and NWU) exceeded UJ's research output by an average of 7%, yet on average have 45% more doctoral staff. UJ's achievement of 1 075 units



with 478 doctoral staff indicates high doctoral productivity in comparison. To put this remarkable growth in accredited DHET units into perspective, UJ's research output is now almost as high as the output, two years ago, of its 120-year old neighbour, Wits University.

## RESEARCH PERFORMANCE

UJ tracks its research strengths, the quantity, quality and impact of its research with reference to its publications in the Elsevier Scopus database and several international best-practice output metrics.

During the preceding five-year period, UJ's active affiliated researchers (in terms of Scopus publications) have grown by 97,8% from 465 to 920. As a result, the number of publications in the database has increased by 76,4% over the same period from 563 to a high of 1 256. The number of UJ publications in Scopus has been growing by an average of 12,6% over the past five years. Publications take time to reflect in the database, and the publications in 2015 are expected to exceed those of 2014 by a similar percentage as the database is continually updated. Of these publications, 41% were co-authored internationally and 15% were co-authored with other South African researchers. The internationally co-authored publications attracted an average of 8.3 citations per paper, while the locally co-authored publications were cited 2.8 times each on average.

The number of citations and field-weighted citation impact (FwCI) of an institution's publications is widely regarded as indicators of quality and impact. The number of citations received by UJ's publications per year in Scopus has been growing by an average of 22% over the past five years, and currently stands 5.734 for the period, or an average of 4.4 citations per publication. This positions UJ favourably as number five nationally, ahead of institutions such as Rhodes (3.7), University of Pretoria (3.3), North-West University (3.0) and Unisa (2.5).

UJ has a field-weighted citation impact of 1.2 (as measured for publications between 2011 and 2015), which indicates that UJ is receiving 20% more citations on average when compared to institutions with similar publication profiles (i.e. those publishing in similar fields and outputs types over similar time periods). This places UJ sixth nationally, ahead of institutions such as the University of Pretoria (8%) and Rhodes University (1%). More than half of South African institutions have a field-weighted citation impact below 1.00, which indicates that they are receiving lower than average citation counts. The field-weighted citation impact (calculated on 9 March 2016) shows a steady growth.

**Table 30: Field-weighted citation impact**

Year published	2010	2011	2012	2013	2014	2015
FwCI	0.96	0.98	1.33	1.16	1.27	1.39

*(Calculated on 9 March 2016)*

Physics and Astronomy are the fields in which UJ has the greatest citation impact – 125% greater than the world average. This is followed by multidisciplinary research (61% greater) and research in the Arts and Humanities fields (44% greater).

### External research income

The National Research Foundation (NRF) remains a major source of external research income, with approximately 70% of the total research income in 2015 coming from the NRF (out of R158 million received last year, R104 million was from the NRF). Research income from the NRF has grown tremendously in the past two years by over 100% (from R52 million in 2013 to R130.33 million in 2015).

## RESEARCH PROFILE

Enhancing UJ's research profile is a continuous process involving the sustainability of the human and material resources available, the research management systems put in place and the enabling research environment.

The NRF operates a researcher evaluation and rating system to promote research excellence and grow the country's research capacity. South African universities have used the number of rated researchers affiliated to

the institution as a measure of the institution's capability to conduct quality research as well as to position themselves as research-intensive institutions. The ratings are based on the quality and impact of recent research outputs, over an eight-year period. The rating process takes place through a set of specialist panels (national and international reviewers) according to a hierarchical system. UJ's strategy for identifying new potential applicants for rating and helping researchers to move from a lower rating to a higher one is yielding good results: as on 31 December 2015, the University had 156 rated researchers, up from 142 at the end of the previous year. The increase in the number of rated researchers is mainly attributable to new ratings rather than to new staff joining the University. Also of significance is the gain in the number of C-rated researchers.

**Table 31: Number of NRF-rated researchers**

	Rating Category						
YEAR	A	B	C	P	Y	L	TOTAL
2010	5	20	52	1	10	2	90
2011	5	21	57	1	14	1	99
2012	5	24	66	1	19	0	115
2013	6	28	72	1	26	0	133
2014	6	32	77	1	26	0	142
2015	6	33	86	1	30	0	156

The South African Research Chair Institute (SARChI) aims to strengthen scientific leadership and research capacity in South African universities. The programme supports world-class scholars who are the focus of advanced research and training of the next generation of research leaders in their fields. UJ has been awarded twelve Research Chairs in:

- \* African Diplomacy and Foreign Policy (Faculty of Humanities);
- \* Education and Care in Childhood (Faculty of Education);
- \* Geometallurgy (Faculty of Science);
- \* Indigenous Plant Use (Faculty of Science);
- \* Industrial Development (Faculty of Economics and Financial Sciences);
- \* Integrated Studies of Learning Language, Mathematics and Science in the Primary School (Faculty of Education);
- \* International Law (Faculty of Law);
- \* Laser Applications in Health (Faculty of Health);
- \* Nanotechnology for Water (Faculty of Science);
- \* Social Change (Faculty of Humanities);
- \* South African Art and Visual Culture (Faculty of Art, Design and Architecture);
- \* Welfare and Social Development (Faculty of Humanities).

### **GES Research and Innovation Programmes**

In shifting its identity and brand from new, young and innovative to a university of global excellence and stature as the desired future for the University, the new thinking necessitated the review of the 2020 Strategic Plan, and the development of the 2025 Strategic Plan, anchored in the single strategic goal – Global Excellence and Stature (GES).

Although allocation of GES scholarships and fellowships exceeded target and much progress was seen with the appointment of distinguished professors and directors of institutes, the rate of appointing distinguished visiting professors was not as anticipated. In future, much effort will go into encouraging executive deans to find suitably qualified candidates. Furthermore, there will be a shift from the initial focus and reporting on allocations and appointments to include data on performance with regard to research outputs.

### ***GES Flagship Institutes and Programmes***

The GES Research and Innovation programmes are gaining momentum with some performing better than others in terms of candidate appointments. The University identified five strategic niche areas for nurturing in order to contribute in driving research and scholarly distinction and competitiveness of the University. These areas would be developed and advanced through Flagship Research Institutes, two of which were replaced by the DST-NRF Centre of Excellence and SARChI Chairs that were awarded to the University, thus, resulting in three Flagship Research Institutes remaining. Furthermore, there are two special Flagship Institutes and two Flagship Programmes in place. Four of the five Flagship Institutes have Institute Directors appointed.

### ***GES Distinguished Professors and Distinguished Visiting Professors Programmes***

The Programmes are aimed at increasing the pool of distinguished scholars of international professional standing. The Programmes provide opportunities to recruit distinguished professors (DPs) and distinguished visiting professors (DVPs) into GES research and academic programmes as well as in faculty research programmes. In December 2015, 49 GES appointments were approved, of which 19 had already been appointed. These appointments are as follows: DPs (3), DVPs (14) and Directors of Flagship Institutes (2). Nine offers were declined, while seven are pending acceptance by candidates and fourteen are accepted offers with pending visa application approvals.

### ***GES Postgraduates and Postdoctoral Fellows***

The number of supported master's, doctoral and postdoctoral candidates is on target, with a total of 21 and 24 supported master's and doctoral candidates, respectively. In 2015, four master's candidates graduated from the nine supported in 2014, with the remaining five expected to complete studies within the second half of 2016. In future, student performance will be closely monitored to reduce throughput rate to an expected minimum time at each study level. To date, 47 postdoctoral fellows received GES financial support, representing 23% of the total number (203, HEMIS) of postdoctoral fellows at the University.

## **STRATEGIC RESEARCH SUPPORT AND ADMINISTRATION**

### ***Strategic Research Support Section***

The Strategic Research Support Section of the Research and Innovation Division strives to strengthen UJ's vision of becoming a research intensive University with regional and global reach. Through engagement with relevant parties, it operates as an axis between academics and the external research environment. It also helps align research interest and expertise with institutional priorities, as well as assisting researchers to enter into complex research contracts.

The internal review of applications before they are submitted to the funders is a key feature of the mechanisms to increase the success rate of our applications. To assist the University to achieve its vision of being a centre of knowledge, not only on the continent of Africa but also globally, the Section is instrumental in facilitating partnerships regionally and internationally and in strengthening the existing partnerships.

The year 2015 was a year of great success in terms of applications submitted to the NRF, e.g. 100% success in SARChI applications (5 out of 5 submitted applications were successful). We became the only institution nationally to receive four Tier 1 Chairs from the NRF. Also in the National Equipment Programme, UJ requested R22 million from the NRF and R21 million was awarded. There has been a significant increase in the number of Thuthuka Grants in 2015. The applications submitted were the highest since 2013 with 30 new applications – 23 of those applications being successful (77% success rate).

### ***Research Administration***

The role of the Research Administration Section is to effectively and efficiently manage and execute central research processes to drive the research agenda of the University via the Research and Innovation Division.

The Research Administration Section plays a critical role in driving the institution's goal of increasing successful research publication outcomes by overseeing and managing the compilation and final submission to the DHET. The Section is further challenged to provide support to achieve the goal of increasing publication units to 1 500.

UJ's goal is to be recognised globally and win a position in university rankings, therefore planning, promoting and strategising are required to increase its visibility. 'Self-archiving' is an option to deposit publications in open access to make research data visible and accessible, receive citations and improve the University's ranking.

To achieve this goal, there was an intensive drive to promote the use of an internally developed tool, namely the Online Research Output Submission System (OROSS). One of the purposes of this tool is to route the outputs that have been captured within the faculties to the library for archiving in the institutional repository (UJDigispace) for web visibility/exposure. For the first time, an application was also made to Scopus for accreditation of a journal.

### ***Research Intelligence and Bibliometrics Analysis***

Bibliometrics, which include citation and content analysis, comprise a set of metrics and methods that can be applied to quantitatively and qualitatively analyse and assess academic literature. Research intelligence seeks to apply these methods and metrics in a manner that provides insights into the volume, quality, impact and the extent of international collaboration of UJ's research activities. Together, these indicators enhance UJ's ability to establish, execute and objectively evaluate research strategy and performance.

The Section responsible for research intelligence strives to deliver objective, relevant and insightful research information to guide strategic decision making throughout the University. By building on the foundations established in 2014, 2015 saw the further institutionalisation of research intelligence into key decision-making processes.

UJ considers itself to be among the pioneers in the application of bibliometrics and research intelligence to enhance research decision making. A presentation at the National Research Foundation's annual Research Administrators Workshop in 2015 was extremely well received and further cemented UJ's role as a leader in the field.

## **POSTGRADUATE ENROLMENT AND SUCCESS**

Postgraduate enrolments reflect an 8,8% growth from 2014 to 2015 and there was also a 3,5% growth in postgraduate graduations with 2 760 postgraduate students graduating in 2014. Interventions have been put in place to address concerns about time to completion, resulting in a reduction in 2015 in the number of students who are enrolled for longer than the recommended time.

There has been a steady growth in honours numbers and the 2015 number of 3 045 honours students is higher than the 2015 target of 2 900. The number of graduations has decreased slightly by 7,8% in 2014. There has also been a 2,5% decrease in the number of honours students that complete in three years (regulatory time +2) between the 2012 and 2013 cohort. The UJ Honours Bursary Scheme was formed with the purpose of encouraging undergraduate students to enrol for honours degrees and has had a positive impact.

The headcount for master's degrees has increased steadily over the last years and there were 2 646 master's students in 2015. This is an increase of 9,24% from the previous year. The current enrolment figure exceeds the 2015 target of 2 410, and is close to the 2020 target of 2 792. The graduation rates are also increasing and between 2013 and 2014 there was an increase of 2,5% in the number of master's graduates. However, after several years of increased performance, there has been a 26,3% decrease between the 2012 and the 2013 cohort in percentage of students that graduated in the regulatory +2 year time frame. A number of interventions are in place to increase the throughput at master's level.

Doctoral enrolments have grown by 11,1% from 2014 to 2015 and the current level of 838 candidates exceeds the 2015 target of 750, and is close to the 2020 target of 849. Nearly a third (269 or 31,6%) of all doctoral students are international students. Doctoral graduates in 2014 were 35,9% more than in 2013. This was the result of focused interventions to enable students who were close to completion to complete. The completion rates are calculated for cohorts; for the 2012 cohort, the completion of students within four years (regulatory +2 years)

was only 18,6%. Focused interventions to improve the success of doctoral students are in place at university and faculty level. The improved monitoring of overtime students has also focused interventions, and 51 (42%) of the 121 doctoral students who were overtime in 2015 have submitted for assessment, leading to a reduction in the number of doctoral candidates that have been in the system for longer than four years.

### ***Postgraduate funding***

There has been a significant increase in funds available for 2015 and the number of awards has increased by 16,14% to 2 447 as shown in Table xx. A total of R82 329 013.00 was disbursed, with the NRF contributing approximately half of the bursary income. The investment that has been made to enable honours studies is very important in UJ's drive to increase postgraduate enrolment. In 2015, R25 142 935.71 was distributed to honours studies from various sources. A more efficient and timeous system for the process of funding for honours degrees, GES and NRF allocations was put in place for 2016. The lack of alignment between UJ time frames and NRF allocations that leads to students finding out if funds have been awarded only after the academic year begins, has been raised with the NRF. The Postgraduate School has now instituted a process of providing award letters to the successful NRF awarded candidates in order to allow for the unblocking and registration process in that these students are no longer required to make the initial upfront payment of registration fees.

**Table 32: Bursaries and scholarships**

<b>Bursaries/ Scholarships</b>	<b>2014 Awards</b>		<b>2015 Awards</b>	
	<b>Awards</b>	<b>Amount (ZAR)</b>	<b>Awards</b>	<b>Amount (ZAR)</b>
Total Honours	648	21 123 030	725	23 832 828
Total Master's	135	8 655 000	207	14 761 483
Total Doctorate	152	12 196 888	204	26 871 280
Total PDRFs	168	19 955 065		26 446 043
Supervisor linked M&D	883	4 896 236	927	8 337 819
<b>Total Awards</b>	<b>2 107</b>	<b>71 548 120</b>	<b>2 447</b>	<b>97 484 768</b>

### ***Postdoctoral research fellows (PDRF)***

The PDRFs have continued with a growth of 15,25% from 2014 to 2015. There are now 204 PDRFs. The focus has been on encouraging the PDRFs to produce more publications and UJ has started to measure the research output of the PDRFs as a proxy for the University's return on investment.

### ***Research centres***

There are 24 research centres in total, some within the faculties and others stand-alone entities.

Some centres are funded jointly by the University Research Committee (URC) and the relevant faculty, while the Centre for Transport and Supply Chain Management is currently the only self-sustaining centre. Over a period of time, the centres are expected to focus on impact and on attracting external funding, thereby reducing financial dependency on the URC.

## **UJ POSTGRADUATE SCHOOL**

The University of Johannesburg has set itself the strategic goal of achieving global excellence and stature. The 2025 Strategic Plan is clear about the role that the Postgraduate Centre (PGC) plays in the achievement of this goal. Since its inception in 2010, the Postgraduate Centre has evolved into a postgraduate development platform that is dedicated to improving key performance indicators related to postgraduate success. It contributes to the creation of a research-enabling environment through the provision of funding and research capacity development opportunities.

The establishment of the UJ Postgraduate School (UJPS) was approved by Senate in 2015. The PGC/UJPS has developed substantially since 2010, enabling more effective and efficient delivery in 2015. In collaboration with faculties and other UJ entities, the UJPS contributes to the achievement of institutional targets for enrolment and graduation.

The Charter for the establishment of a University of Johannesburg Postgraduate School was approved by Senate on 19 March 2015 and the process to prepare for the delivery against this mandate started. The move to the RC Nano Building at the beginning of 2015 and the development of the postgraduate and postdoctoral hub provided the facilities needed for the Postgraduate School. In line with the UJ strategy, the decision was made to rename the building with the Setswana name Akanya, which means “to think”. The RC Nano Building is regularly used for training, seminars, meetings, and as a place where postgraduates can meet and make enquiries. Accommodation for 56 postdoctoral research fellows is also provided in the building.

The UJPS has participated in the development and review of policies and guidelines pertaining to postgraduate study, including the Higher Degrees Policy, the Plagiarism Policy and the Guidelines on Theses and Dissertations in article or essay format. The development of online processes to provide holistic life cycle support to postgraduate students, supervisors and emergent researchers is an important step.

The databases and monitoring systems that have been developed provide management with the data to make informed decisions about appropriate interventions geared to improving the performance of the University against its strategic targets.

In 2015, the UJPS was responsible for the staff qualifications programmes that have led to significant improvements in the staff profile in terms of doctoral and master’s qualifications. The inception of the Accelerated Academic Mentoring Programme (AAMP) is another important step in the University’s strategic aim to provide staff support. Currently, 100 staff members are on AAMP 1, which is coordinated by the Director of the PGC. The aim is to support career progression and the achievement of doctoral qualifications.

### ***Research capacity development***

The development of PGC capacity to support UJ’s postgraduate strategy is critical and is informed by networking with other postgraduate centres and schools, and by local and international benchmarking. The PGC represents UJ at international forums, such as the Council of Graduate Schools, and U21. At a national level, the PGC is represented at the newly established interest group for South African Postgraduate Schools, and will host the next meeting of the PostgradForum. The PGC contributes to the scholarship of postgraduate teaching and learning through academic publication and participation at relevant conferences, such as the biennial Postgraduate Supervision Conference. It also raises awareness of postgraduate pedagogies by actively participating in the SOTL@UJ: Towards a Socially Just Pedagogy initiative.

The main focus of the Research Capacity Development (RCD) Section in 2015 was collaborating with faculties and related support divisions to improve the impact and quality of research capacity development initiatives for postgraduate students and emerging researchers and supervisors. The DHET Research Development Grant enabled more RCD opportunities to be offered to staff than in previous years. By the end of November, 63 RCD events had been offered. RCD highlights include the inter-faculty Postgraduate Symposium and the introduction to UJ of the Three Minute Thesis (3MT) Competition.

Competent supervisors are critical for the achievement of postgraduate success. This year, 26 staff members registered for the NQF Level 8 ‘Strengthening Postgraduate Supervision’ course at Rhodes University. RCD also leads the development of new courses for supervisors. Five further courses, which will also form part of a planned Postgraduate Diploma in Research Supervision, have been approved by Senate.

### ***Postgraduate Funding Support (PFS)***

The main focus of the Postgraduate Funding Support (PFS) Section in 2015 was to streamline functions and processes. This was done in collaboration with the various stakeholders that have been crucial in the life cycle of postgraduate candidates, including accommodation, internationalisation, enrolment and faculties.



Although the PFS is not the delivery engine of the funds, it is a high-level administrative entity that serves as a conduit. The PFS has been active in the development of online administrative processes. The process developed for the Postdoctoral Research Fellows (PDRFs) is being tested and, if successful, will inform the development of online processes for postgraduates. The funding administered for 2015 was as follows:

- URC funding – R35 086 240.66 (1 585 awards)
- NRF funding – R37 440 122.08 (595 awards)
- External funding – R1 353 949.38 (15 awards)

## THE STATISTICAL CONSULTATION SERVICE (SCS)

The Statistical Consultation Service (SCS) made a significant contribution to UJ's research productivity, research quality impact and stature, and research capacity in 2015. Consultants from the Statistical Consultation Service contributed to research productivity, research quality, and postgraduate throughput through facilitating research design advice for over 200 projects; facilitating data capture for over 100 projects; and assisting with statistical analysis for over 200 projects during 2015. Staff, doctoral, master's and honours research projects, the faculties, and the campuses of UJ were represented with these projects.

Consultants from the Statistical Consultation Service contributed towards research capacity development of staff and postgraduate students by facilitating workshops on: Sampling Methods; Questionnaire Design; and Descriptive and Inferential Statistics (Descriptive Analysis; Comparing Groups; Correlation and Regression; and Structural Equation Modelling). These workshops were run in the first and second semester through the Postgraduate Centre. Consultants also contributed to research capacity development by hosting feedback meetings for researchers (staff and students) for their research projects. These feedback meetings involved the consultant explaining project results, and how to interpret and write up these results.

## EMPLOYEE PROFILE

Research and Postgraduate Studies had a challenging year in terms of its employee stability. Changes in the overall structure, especially in the UJ Postgraduate School, have not been finalised. Although 41 staff members are paid from University funds, eight research professors and one administrator are paid from external sources. At this stage, the following nine vacancies exist: Level 3 (one permanent), Level 7 (one permanent), Level 8 (two contract), Level 11 (one permanent), Level 12 (one contract) and three research professor positions (two permanent and one contract).

**Table 33: Staff in research and postgraduate studies paid by UJ**

Level	Total	Gender		Appointment type			Race			
		M	F	Permanent	Contract	Temporary	B	C	I	W
P3	1	1		1			1			
P5	3	1	2	3					1	2
P6	2	1	1		2		1		1	
P7	6	3	3	5	1		2		2	2
P8	9	3	6		6	3	4		1	4
P9	4	1	3	2	2		2			2
P10	8	3	5	1	7		8			
P11	6	3	3	2	4		5		1	
P12	2	2				2	2			
Total	41	18	23	14	22	5	25	0	6	10

**Table 34: Staff in research and postgraduate studies paid through external funds**

Level	Total	Gender		Appointment type			Race			
		M	F	Permanent	Contract	Part time	B	C	I	W
P12	1		1			1	1			
Research Professor	8	7	1	6	2		1	1	6	

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND INTERNATIONAL GLOBAL REPUTATION MANAGEMENT

Research partnerships are critical in strengthening the research profile and in mobilising external research funds. The University builds enduring relationships and collaborations with the public, private sector and government, which are characterised by mutual respect, active participation and long-term commitment. Our partnerships support our research strategy by providing sustainable bursaries and research funds. Government-supported bursaries and NRF claims for research subsidy have significantly increased over the years. The University continues to nurture its existing national and international partnerships with various national private and public institutions, and with institutions in the rest of the African continent, Europe, North America, Brazil, India and China.

With respect to international collaboration and partnering, UJ data indexed by Scopus over the past five years indicate that UJ's researchers have collaborated with 1 430 institutions across the globe, and have co-authored over 3 100 publications. The European Union represents UJ's single biggest collaboration partner (with 1 328 co-authored papers at 582 institutions), followed by North America (888 co-authored papers at 339 institutions) and the Asia-Pacific region with 982 co-authored publications at 319 institutions.

UJ is proud to have established research collaborations with some of the world's top universities and institutions. Over the past five years, 105 UJ researchers have collaborated on 422 publications with co-authors at the University of Oxford in the UK (an increase of over 2 300% for the period). Four hundred and twelve publications were co-authored by 100 UJ researchers with their counterparts at Harvard University in the USA (an increase of 2 200%). The list of prestigious global collaborations includes co-publications with Stanford, Duke and Yale in the USA; CERN in Switzerland; the Max-Planck Institute for Physics in Germany; Moscow State University in the USSR; Edinburgh University and the Imperial College in London in the UK; the Universities of Sydney and Melbourne in Australia; and the University of Tokyo in Japan, among many others.

Over the past five years, 15% of UJ's publications fell within the top 10% of the world's most highly cited publications – testimony to the quality of UJ's research, in particular the quality and citation impact of internationally co-authored publications. Nationally, only four other institutions have achieved similar or greater impact, with UJ ahead of clusters, including South Africa as a whole, the SADC nations, SA Comprehensive Universities and the BRICS nations as a whole.

## RESOURCE MANAGEMENT AND SUSTAINABILITY

UJ continues to build on its ongoing commitment to a research-focused institution and to supporting long-term research sustainability through strong research performance and by maintaining a good research environment. This commitment has been reinforced through continuous improvement in policy, refinement of research focus areas, increased research investment and building research partnerships.

UJ's key focus areas of sustainability that relate directly to research include financial resources management; environmental stewardship; partnerships; stakeholder engagement; health and safety in the laboratories; and human capacity development.

### ***Sustainable funding and investment***

Investment related to the research budget, the research centres, postgraduate funding and the Next Generation Scholars Programme is reflected. The performance related to research partnerships is also reflected in this section.

### ***Research budget***

The University relies on its internal funds and external funds to continue supporting research. Internal funds accounted for 26% of total research expenditure, while external income accounted for 74% of research expenditure. In 2014, the figures were 38% and 62%, respectively. Overall, total research expenditure increased to R292.84 million compared with R170.48 million last year. Strategies are in place and are implemented to grow the external income component to reduce the dependency on the University. Going forward, all the research centres will be measured against their capabilities to generate external income.

In 2015, the University's internal research budget was R74.95 million. External research income is broadly divided into the NRF funds and other external funds. External income from the NRF has increased by 51,17% from R86.21 million in 2014 to R133.33 million in 2015.

**Table 35: Total research expenditure for the years 2011 to 2015**

<b>Fund/grant</b>	<b>2011 (R, mil)</b>	<b>2012 (R, mil)</b>	<b>2013 (R, mil)</b>	<b>2014 (R, mil)</b>	<b>2015 (R, mil)</b>
<b>Internal funds</b>	57.07	55.15	58.28	61.47	74.95
<b>NRF</b>	49.07	40.10	52.14	86.21	130.33
<b>Other external</b>	30.9	43.60	42.59	22.80	87.56
<b>Total</b>	137.08	138.85	153.02	170.48	292.84

### ***Environmental stewardship***

Through its various faculties, UJ makes an outstanding contribution to the public and society in a number of fields. In doing so, UJ seeks to responsibly manage its impact on natural resources.

Access to clean water and renewable sources of energy are key challenges for sustainable development. Research undertaken in these areas covers renewable energy for poor communities and solar energy, water purification using nanomaterials, pathological waterborne diseases and ecotoxicological studies of inland waters, particularly the study of algae growth in the Hartbeespoort Dam and the impact of mining activities in the Oliphants River and the West Rand.

Through its Faculty of Engineering and the Built Environment, UJ also supports research into addressing social development matters relating to affordable and quality housing, as well as environmental sustainability measures, such as green buildings and reducing energy and water consumption. The Faculty of Management is engaged in research in logistics and appropriate public transport, as well as in industrial psychology and people management.

Ethical integrity and social responsibility are core principles of the manner in which the University conducts its research. Through the Faculty Research Ethics Committees, the University ensures that all research conducted at the University is done with ethical integrity and respect for human dignity. Health and safety are closely monitored in the laboratories in the Faculties of Science, Engineering, and Health Sciences according to the required health regulations.

### ***Human resources and skills development sustainability***

The University recognises the challenges of maintaining stable research capacity. In order to address the potential reduction in researchers as well as preventing a consequent decrease in the research publication outputs, the

University has structured programmes to build and increase the number of researchers. The programmes specifically focus on research development and on staff qualification improvement to obtain higher degrees and qualifications. In addition, UJ actively participates in the NRF Thuthuka Programme that is intended to support emerging researchers.

Well-qualified academics are essential for the achievement of UJ's strategic objectives. The Staff Qualifications Programmes (SQPs) have been successful in improving staff qualifications. By 2015, 77,8% of the staff members on the SQP-M programme have completed their studies, raising the figure for UJ academic staff members who have a master's qualification to 42,28%. The 2015 figure of 44,37% of UJ academic staff members with doctoral qualifications exceeds the 2015 target of 43%. Currently, there are 21 staff members on the SQP-D programme, while a further 170 staff members are studying towards doctoral degrees. The Accelerated Academic Mentorship Programme (AAMP) also focuses on the development of UJ academic staff, including their research.

Furthermore, with a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, it remains a huge challenge for the University to recruit, develop and retain researchers in a competitive environment for scarce skills. There is a need to ensure an appropriate pipeline of researchers to meet future research skills requirements. The University offers special bursaries and scholarships to assist with sourcing and developing bright young minds in order to mitigate this national concern.

The University has continued to develop and encourage new researchers, and at the same time set appropriate targets. Over the years, the University has made significant progress in encouraging academic members of staff to publish and has implemented various incentives to stimulate research productivity, such as the Vice-Chancellor's Research Awards, and to increase the research publication subsidy amount accruing to a researcher. All faculties have put measures and incentives in place to stimulate academic members of staff to publish in accredited journals. Over the years, the Research Office has performed targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, the number of postgraduate students, external research income, and human-capacity development.

## **LEADERSHIP AND LEADING CHANGE**

Research and Postgraduate Studies has taken the lead in providing a transformational and enabling research environment. This was done through several of its initiatives, including the development of research capacity, financial support to students from all backgrounds, and programmes to develop staff members at the University.

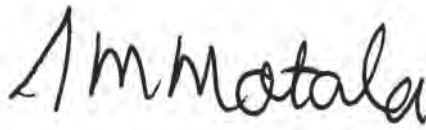
The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Prof Nic Beukes, and the Vice-Chancellor's Distinguished Award for the Most Promising Researcher of the Year was awarded to Prof Clinton Aigbavboa.

Prof Tshilidzi Marwala received the Champion of Research Capacity Development at South African Higher Education Institutions as a special recognition for altering the course of the South African research landscape.

## **CONCLUSION AND WAY FORWARD**

The University will continue to nurture and enhance its research excellence through a set of well-defined indicators to enable the University to drive vigorously towards its 2025 vision of Global Excellence and Stature. In the coming years, the aim is to remain within the top six national universities in terms of accredited research outputs, while simultaneously focusing on the quality (citations and impact) of our research. It is also a considered approach to support emerging researchers, especially those in areas identified for potential growth.

UJ will continue to invest in its strongest strategic research areas, and to develop them to international standing within a short period of time. The UJ Postgraduate School (UJPS) will continue to enhance the quality and quantity of its postgraduate training and support, with an emphasis on improving enrolments, throughput rates and graduate output rates at both master's and doctoral levels. In addition, the UJPS will enhance its service and delivery functions through research in interdisciplinary studies, monitoring and benchmarking.



**Shireen Motala (Prof)**

Senior Director: Postgraduate School



**Linda Mtwisha (Dr)**

Senior Director: Strategic Initiatives and Administration



**Carol Nonkwelo (Dr)**

Executive Director: Research and Innovation



**Tshilidzi Marwala (Prof)**

Deputy Vice-Chancellor:  
Research, Internationalisation and the Library

# INTERNATIONALISATION

## OVERVIEW

Internationalisation is a key driver for the University of Johannesburg to achieve its 2025 goal of *an international profile of students, employees, scholarly output and institutional reputation*.

The work undertaken by the Division for Internationalisation is central to the UJ's vision of *'an International University of choice, anchored in Africa, dynamically shaping the future'*. Through internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional, and continental transformation agendas, as well as to position the University on the global higher education landscape.

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are recruited and fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaborations involving research, student and staff mobility. At UJ, internationalisation is deliberately applied with the objective of enriching the student's experience, the University's research and innovation, teaching and learning, and moving further towards excellence in scholarship as well as the enhancement of the UJ's international profile.

Firmly implicated in the University's Global Excellence and Stature 2025 Strategy, the work of the Division is also informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is both intra-university, as well as with international partners.

Key targets and indicators towards realising UJ's Global Excellence and Stature 2025 Strategy are:

- 15% international permanent academic staff by 2020;
- increased partnerships with BRIC countries, other African countries, the US and Europe;
- 10% international students by 2020 with two thirds in undergraduate (UG) programmes;
- 1 000 students per annum in Study Abroad programmes by 2020; and 3 000 students per annum in Study Abroad programmes by 2025.

Additional to the above targets, the Division sets financial targets for itself, in line with the 2025 Strategic Objective Six: Fitness for Global Excellence and Stature.

In 2015, growth was realised on all targets, with some targets for the year being exceeded.

## OPERATING CONTEXT, GOVERNANCE, AND RISK MANAGEMENT

### ***Operating context: human resources***

The Division for Internationalisation is made up of a team of 13 staff members led by an Executive Director (ED). An important addition to this team is a set of student assistants who are brought on board at various times in the year as registration assistants, buddies, and public relations assistants.



In 2015, the ED's reporting line was changed to the Deputy Vice-Chancellor (DVC): Research, Internationalisation, and the Library. The human resources component of the Division was enhanced significantly with the creation of two new senior positions during the year under review. Reporting to the ED, these are Director: Internationalisation Corporate Services and Director: Internationalisation Academic Services. The Corporate Services position was successfully filled, while the recruitment process for the Academic Services position had reached an advanced stage by year end. Also reporting to the ED is the Director: Study Abroad and the Personal Assistant to the ED. The Directorates house International Staff and Student Recruitment, Admissions, and Marketing; Study Abroad and International Student Services; as well as Academic Services and Global Programming.

The Corporate Services Directorate is made up of the Director, the Senior Manager for Recruitment and Marketing, the Supervisor for International Admissions, and four International Admissions and Welfare assistants. In 2015, the International Admissions and Welfare Assistant position underwent job evaluation in light of the extended and elevated portfolio duties. Reporting to the Director for Study Abroad is the Manager: Study Abroad, the Public Relations and Communications Officer, and the Administration Officer. The Administration Officer position was a conversion done during the year under review from a Personal Assistant position. Once in place, the Director for Academic Services will be supported by an Academic Administration Officer (also still vacant).

The new appointments and restructuring of roles reflect the growth and strategic strengthening of the work carried out by the Division. More importantly, the changes are geared at offering optimised, elevated, and more professionalised service in line with the University's vision of excellence in all facets of its work.

### ***Operating context: structure***

#### **Partnerships, global reputation management and special projects**

In addition to the overall strategic direction as well as the administrative and financial operations of the Division, the ED's portfolio directly takes care of the above function. Institutional partnerships management entails the identification of strategic partners, initiation and coordination of partnerships, including facilitation of partnership agreements and inbound and outbound delegation visits.

Global reputation management is closely linked to partnerships management and includes the identification of critical platforms for the University's visibility and strategic positioning, including the facilitation of the institutional rankings function. Particularly significant to 2015 was the cultivation of the Times Higher Education (THE) Rankings partnership.

Special projects are strategic initiatives crucial to internationalisation of the University at any one point, such as the Universitas21 and UN partnerships. Special projects may also be projects that require incubating and support before they are passed on to another function. Specifically during 2015, the Confucius Institute remained under incubation, while the UJ English Language Programme (UJELP) and the UJ-Nanyang Technological University (NTU) Institute of Advanced Studies (IJAS) experienced take-off.

#### **Unit for International Student Marketing, Recruitment, Admissions and Welfare**

This Unit is led by a Senior Manager, and falls under the Directorate for Corporate Services. The Unit is responsible for the recruitment of international students on behalf of all faculties, liaising with various stakeholders for information and contribution to processes relevant to the international prospects and students, customer relationship management, international admissions and the development and management of efficient communication platforms geared towards staff, students and external markets.

The work of the Unit also entails identifying international student recruitment markets in various countries. Typically, at least ten countries across three continents are visited annually in a bid to profile and build the University brand abroad, recruit the best students globally, grow student numbers, and increase the breadth of representation by country to better cultivate an international culture at UJ. The marketing and recruitment efforts are also beginning to show significant impact: new applications have steadily risen, as have the total number of international undergraduate applications with positive results, indicating better applicants, and a higher propensity, therefore, for absorption.

Improvements to international student application and admission processes were put in place in 2014, and 2015 was the year when these processes were put to the operational test. Bar a few teething issues, the streamlined processes assisted greatly in providing a seamless application and admission process both for Study Abroad and Full Degree-purpose students. Further refinement, especially of the postgraduate process, as well as support for Postdoctoral Fellows and Distinguished Visiting Professors will take place in 2016.

### **Study Abroad Programme**

With the objective of becoming a **profitable** Study Abroad Programme by 2020 with an annual enrolment of 5 000, the Study Abroad Programme at UJ is also being developed in an academic-enhancing manner, geared towards facilitating the development of UJ students into global citizens, and UJ staff as globally connected, mobile, internationally research-collaborative faculty. The same principle is followed in the development of short learning programmes. The programmes are designed to be academically rigorous, in line with UJ's teaching and learning policies, relevant to national, continental, and/or global needs, while also attracting income to assure a long-term viable study abroad programme for the University. The Study Abroad Programme is led by a Director, with the assistance of a Manager, and an Administrative Officer.

### **Academic liaison and welfare**

The student welfare function is carried out by the Admission Officers who are located on all four campuses, and are usually the international students' first interface point. At the Auckland Park Campus, a full-time Welfare Officer is in charge of this function. She also coordinates the welfare needs of the students across the four campuses. The welfare function entails looking after the psycho-social needs of the students to assist them to adjust to their environment at UJ. Support is also offered continuously throughout the student's life on campus. Some key areas of support include: processing of application support documents, including liaison with SAQA and HESA; immigration and information on medical aid and funding support; assistance with accommodation; orientation; buddy training; and cultural integration.

The Cultural Integration Programme offered by the Division plays a significant role in addressing some of the adjustment difficulties that international students can experience, including xenophobia. In 2015, the programme once again took the form of a welcome function, buddy pairing, a student leadership programme, and the International Festival during UJ Diversity Week in September.

### **Governance**

The strategic positioning of the Division lends it an advisory role to the Management Executive Committee (MEC), mainly through the DVC: Research, Internationalisation and the Library. More directly, the ED meets with the Vice-Chancellor every other month, and also offers direct advice and support to the MEC and members of the Executive Leadership Group (ELG), as well as to teaching staff and students as necessary. The ED is also responsible for institutional partnerships development and management. In this role, collaboration is undertaken with the Registrar's Portfolio, as well as with the faculties.

The cross-cutting nature of the portfolio for internationalisation necessitates a close interface with the core business of the University, together with various support structures across the University. The Division is thus represented at the highest level at the Management Executive Committees: Academic (MECA) and Operations (MECO). The Executive Director also sits on the Transformation Committee; the Management Enrolment Committee; and meets with the Executive Leadership Group at least twice a year to discuss cross-cutting strategic imperatives. Furthermore, the Division for Internationalisation is represented on various University committees, including the Marketing Committee and the committee charged with preparing the annual Diversity Week.

In 2015, regular meetings, led by the Directors in the Division, were also held with

- Heads of Faculty Administration
- Student Affairs
- Student Representative Bodies
- Postgraduate Office

- Human Resources
- The Confucius Institute

Intra-division meetings are held monthly, while heads of units meet with the Executive Director on a weekly basis. The Executive Director (ED) meets the DVC: Research, Internationalisation, and the Library on a monthly basis. Monthly meetings are also held with the Registrar. Other lines of engagement have been established with the Finance Division as well as with the Division for Student Affairs, where the EDs, Directors, and business partners offer a crucial interface.

### ***Risks and management of risks***

Internationalisation presents with both immense opportunity and huge risk, not least with respect to the international reputation of the University. To put UJ's best foot forward internationally, a **PRESS** culture has been instituted: a culture of **P**ro-activity, **R**esponsiveness, **E**ngagement, and **S**tudent and **S**taff-first-service defines the work of the Division.

Charged as it is with growing international student numbers at UJ, one area of risk for the Division remains adequate recruitment and retention of fee-paying international students in the current global economic climate. An international recruitment strategy towards diversification of feeder countries, as well as a funding proposal geared at enhancing the University's competitive edge, which was approved by MEC in 2013, continue to bear fruit: student numbers have grown significantly, as have the number of countries represented on our four campuses. As student numbers grow, and as the student body becomes more diverse, so do the various risks get multiplied and more complex.

Key areas for which the Division has set in place steps towards risk-preparedness entail student integration, as well as international mobility of students and staff associated with the University's Study Abroad and International Linkages programmes. In 2015, the Division also put in place a work continuation plan.

In addition to these measures and in an effort to assure optimal risk-preparedness and promote security, the Division has published a Risk Management Plan that serves as a guide to operationalising this area of work, and is also consistent with global standards. As an integral part of a well-operating Internationalisation Office, a Risk Management Plan is also often a requirement for membership of international recruitment agencies. The current plan is devised primarily with prevention of disasters in mind and was developed in consultation with Protection Services and the Risk Office, in order to ensure it fits with UJ's overarching risk and prevention of disasters mechanisms.

The plan delineates the following:

- Types of disasters
- Responsibility of the disaster team
- Disaster action team
- Prevention and protection measures
- Disaster response
- Disaster response procedures
- Recovery procedures
- Disaster team members' responsibilities
- The disaster team leader's responsibilities
- Documentation
- Volunteers
- Communications
- Supplies and services
- Backup for disaster recovery

High on the 2015 risk agenda were the xenophobia and #FeesMustFall protest phenomena that bedevilled the country. UJ's response proved the institution's sufficient preparedness and even leadership in both instances. More

importantly, the experience threw up key lessons that will be reflected in our Risk Register going forward, as well as for strategy and tactic reconfiguration in the areas of security, recruitment, and welfare provision particularly.

## **STRATEGIC FOCI AND TARGETS: PERFORMANCE**

The overarching Strategic Objective that the Division drives, and in which, therefore, all the units are implicated is:

### ***Strategic Objective Three: International Profile for Global Excellence and Stature***

- Recruitment of international students and staff, study abroad programmes (inbound and outbound), and smart institutional partnerships.
- Increased proportion of undergraduate and postgraduate international students through focused recruitment from Africa, the BRIC nations, Asia, the Americas, Australasia and Europe.
- Recruitment to target international academics of stature, and postdoctoral and other fellows, while for students, structured inbound study abroad programmes will become a significant feature of our offerings.
- An increase in the number and stature of our partnerships with universities, selected United Nations agencies, the African Union and various embassies to secure funding and facilitate the offering of joint degrees, executive short learning programmes and the establishment of a Global Policy Institute for Africa or Leadership School.

Additionally, the Division co-drives and/or is implicated in the following Strategic Objectives:

- Strategic Objective Four: Enriching Student-friendly Learning and Living Experience
- Strategic Objective Five: National and Global Reputation Management
- Strategic Objective Six: Fitness for Global Excellence and Stature

### ***Towards 2025***

Performance in the year under review is subject to institutional context and framework and is best evaluated as such. The clearly delineated targets in the institutional Strategic Plan 2025 provide a necessary long-term framework. In the medium term, the Division's foci and objectives for the year 2020 have been an important framing mechanism and excellence-gauging standard for the 2015 divisional plan and performance. These are:

- An enhanced global higher education standing: UJ active in reputable network activities implementation (research, students and scholar mobility) in U21 and with QS and THE ranking.
- The launch of a UJ-led Consortium on Future Cities within the U21 network.
- Strong Africa and research/policy nexus footprint.
- More diverse student community: focus on growing the number of students from under-represented countries.
- Engagement with BRIC countries: in terms of partnerships, student recruitment, and new academic programme initiatives (China engagement).
- Long-term legacy-building partnership collaboration with strategic partners: joint degrees, joint institutes, joint schools.
- A vibrant, profit-making, all faculty inclusive Study Abroad Programme.

### ***2015 Performance at a glance***

*Student Recruitment and Marketing* targeted over ten countries in three continents. The target number of **2 829** international students for 2015 was exceeded, with 2 905 international students registered by the end of 2015.

*Study Abroad*: the Study Abroad numbers grew exponentially, exceeding the 2015 target set at 300 students. The number realised by year end was **623**.

*International staff numbers* stand at 17,37%, which exceeds the 2020 target of 15%.

*Partnerships* have continued to grow in number, level of strategic positioning, and quality: **26** delegations visited UJ at an institutional level; **49** partnerships were entered into in 2015, 20 of which with partners from **Africa**.

While UJ's African footprint has grown particularly in Southern and Western Africa, VC-led delegations to **Brazil, Chile, Mexico** and **Russia** during 2015 saw UJ's footprint making significant tracks in these areas with three institutional partnerships entered into by year end and fertile prospects for the future clearly outlined.

Another significant signing was UJ's entry into the **U21 Joint Doctoral** consortium. A new consortium that UJ entered in 2015 is the European Union (EU) funded Erasmus+ for student and staff mobility. This brings to three the number of EU-funded consortia that UJ enjoys membership of. Importantly, the Erasmus+ consortium strengthens our hitherto not very strong footprint in Scandinavia.

At home, UJ continued on its track to become the epicentre of global knowledge and host to the best thought leaders around the world. In this vein, UJ hosted:

- the U21 Managers' Meeting;
- African Union Youth Ambassadors Programme;
- two United Nations partner programmes;
- Times Higher Education Africa Universities Summit;
- and the Cornell Law Short Learning Programme.

Growth was realised in the International Student Exchange Programme (ISEP) partnership. Significant for growing international student numbers, UJ was provisionally admitted as an accredited Foreign University by the United States Federal Student Aid.

### **Global reputation**

Of note for 2015 are UJ's **participation** in:

- the Trust Africa Higher Education Summit in Dakar, Senegal;
- QS WorldClass in Thailand;
- *Mail and Guardian* Thought Leadership event in Accra, Ghana;
- BRICS Conferences in China and Russia;
- FPP EduExpos in India;
- Africa-Sweden Partnerships Conference, University of Skovde, Sweden;
- QS Apple Conference & Exhibition in Australia;
- Gulf Education Conference and Exhibition;
- The African Business Leaders Forum, and the setting up of the African Business Unity Secretariat

UJ's **hosting** of:

- Inaugural THE/UJ Africa Universities Summit, titled "Moving Africa's Universities Forward, Building a Shared Global Legacy";
- Launch of Erasmus Mundus Tracer Study, Pre-Departure Conference and Workshop on Erasmus+ Programme;
- U21 Managers' Meeting;
- African Union (AU) Youth Volunteer Pre-Deployment Orientation and Assessment Training.

UJ **featuring** in:

- QS Top Universities Guide;
- THE Higher Education Supplement;
- The Conversation;
- *Mail and Guardian* Africa Special Supplement on Higher Education in Africa.

UJ **awarded** for:

- QS-Maple best advertisement;
- Botswana Tertiary Council best exhibitor (third place).

### **Student welfare**

Provision of **student-focused services** is in place: the setting up of a central, visible and student friendly UJ house, which was allocated to the Division in 2015, will also enhance student service provision.

The **Student Integration Programme** continues to garner strength, and was pivotal in the University playing a leadership role in galvanising national support against xenophobia in 2015. According to the Student Experience Survey carried out by the Planning Division, 83,5% of international students indicate that they feel supported at UJ, a further indication that the international student welfare work is impactful.

## LOOKING FORWARD

2015 proved to be another successful year for internationalisation at UJ. The successes achieved thus far serve as a reminder of and the impetus to further enhance the internationalisation of the University, based on the university-wide strategy towards UJ's Global Excellence and Stature. Challenges remain in the areas of retaining international student numbers as well as dealing with potential risk attendant to the #FeesMustFall campaign.

The overall success of the strategy for internationalising UJ and assuring its place in the global higher education landscape will require further uptake from the faculties, and more support with respect to facilities for researchers and visiting scholars, especially for hosting executive courses.

The new offices that the Division has moved into provide both adequate space to assist international students and a more friendly and interactive environment where students can meet, and feel at home. This space will be developed further to provide for both new and returning international students an area where they can be assisted, self-assist, relax, and have group discussions as necessary pertaining to the joys and challenges they face as international students. This process will take place over the next two years.

As we enter 2016, it will be necessary to focus on consolidation and renewal of the work done in the foundation phase of internationalisation (2011 to 2015). Effort will also go into further, stronger alignment of the Division's work with institutional strategy. Key areas of growth envisaged will be the development of traditional online global academic programmes and executive programmes; as well as furtherance of international accreditation. Still more opportunities exist within the networks entered into in the foundation phase that will need to be taken up in 2016, not least of which will be international student funding and internships.



**Pinkie Mekgwe (Dr)**

Executive Director: Internationalisation



**Tshilidzi Marwala (Prof)**

Deputy Vice-Chancellor:  
Research, Internationalisation and the Library



# LIBRARY AND INFORMATION CENTRE

## OPERATING CONTEXT AND GOVERNANCE

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

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

The two levels of management in the Library are:

- the Management Committee consisting of the Executive Director, directors and managers;
- the Consultative Strategy Group consisting of the Management Committee plus all team leaders and specialist staff working across campuses.

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

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

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

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

## RISK MANAGEMENT

During 2015, risks for the Library were related to the following:

- maintenance of buildings;
- safety and security of library clients and their property, as well as University assets in the library;
- the impact of the weakening exchange rate on the development of library collections.

The risks related to maintenance and safety and security were exacerbated by the fact that the library spaces were very well used and were constantly overcrowded. The number of visitors to the library has increased by 55% over the last five years: from 2 868 203 visits in 2011 to 4 459 336 in 2015. From 2014 to 2015 there was a 13% increase in visits to the library (see Table 37).

The record number of visitors for a single day in the busiest library, the APK Campus Library, during 2015 was 17 819 on 2 March. This is slightly less than the record for 2014; however, an overview of the highest gate

statistics for this library over the last four years illustrates the increased use of the library since 2012:

- 2014: 18 328 on 7 October
- 2013: 16 500 on 13 September
- 2012: 11 544 on 22 February

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

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

Specific risks and mitigating strategies are discussed below.

## ***Maintenance***

### **Water leaks**

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

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

### **Air conditioning**

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

### **Pressure on bathrooms**

The high number of clients visiting the libraries caused problems with toilets often being blocked. The leaks in the toilets on Level 6 in the APK Library also led to damage to floors and ceilings on the lower levels because the water flowed down to the lower level bathrooms. The Level 6 bathrooms were upgraded during 2015 and it was agreed with the Plumbing Division of the Maintenance Section of the University, that all the other bathrooms would be upgraded in 2016.

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

## ***Occupational safety and security***

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

- Delays in responding to alarms.
- The tension between compliance with Health and Safety Regulations and safeguarding University property and assets.
- Public address systems that were not functioning well, causing breakdowns in communication.

- First aiders leaving their first aid kits behind when evacuating.
- Bottlenecks at the available emergency exits.

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

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

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

## ***Protest action***

### **Evacuations and crowd management**

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

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

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

### **Cleaning**

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

### **Theft and vandalism**

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

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

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

### ***Financial risks***

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

## **STRATEGIC FOCUS AND TARGETS**

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

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

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

### ***Renovation of library spaces***

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

### ***Teaching and learning support***

#### **First Year Seminar (FYS) and undergraduate training**

The Library was part of the university-wide programme to welcome the first- year students. The information librarians and the faculty librarians conducted a total of 34 FYS sessions across faculties, using the Library FYS video. The video was subsequently uploaded to YouTube and the Library website to allow students to continue to view it as and when they needed to.

The orientation sessions offered as part of the FYS programme were followed by more in-depth information literacy training. The demand for the training increased this year to a level where it was difficult to meet the

demand. In response to this situation, two strategies were developed and implemented:

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

### **Tutors in the library**

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

### **Technology support for teaching and learning**

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

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

### **Research support**

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

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

### **Building the digital library collection**

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

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

### **Statistical snapshot**

The compilation and the analysis of library statistics are done for the following reasons:

- to describe and monitor the collections and use of services in the Library;
- to determine trends and development areas through analysis of the statistics;
- to demonstrate the impact of the library services on the University.

### Collection development

In further developing the Library collection, the focus was on growing the electronic collections in support of the University's strategic thrust to increase teaching and learning with technology. The growth of the collections is reflected in Table 36.

**Table 36: Growth trends of the print and electronic collections**

Item	2014	2015	Trend	
Book volumes	578 613	588 211	+1,6%	↑
Print journals	7 167	7 104	-0,8%	↓
Individual eJournals	1 026	1 135	+10,6%	↑
eJournal titles in databases	97 222	105 264	+8%	↑
Individual eBook titles	12 750	22 796	+78%	↑
eBook titles on subscription	126 525	151 258	+19,5%	↑
Databases	200	214	7%	↑

### Use of the library spaces and services

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

**Table 37: Use of the Library**

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

## EMPLOYEE PROFILE

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

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



During 2015, 25 appointments were made of which 24 were from the designated groups. With regard to permanent staff, 76% were from the designated groups and 61% were female. See Table 38 and Table 39 for detail.

**Table 38: Equity profile – race**

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

**Table 39: Equity profile – gender**

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

### **Structure review**

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

- The UJ Library was conservatively staffed in terms of headcount in comparison to other South African academic libraries, including the University of Pretoria Library, the University of the Witwatersrand Library and the University of Stellenbosch Library.
- The ratio of professional to non-professional staff in the UJ Library was skewed. The focus should be on increasing professional positions and decreasing non-professional positions.
- The matrix reporting line system should be eliminated because it created role confusion as well as too many reporting lines.
- The Library was too dependent on the events programme for branding and marketing. It should be extended to a full public relations and marketing function.
- The #FeesMustFall protest action in November 2015 highlighted the vulnerability of the library in general, but specifically during the late afternoon and evening shift (16:00 to 22:00). There was an urgent need to create a position for an Evening Manager to take responsibility for all libraries during the evening opening hours.

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

## **COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT**

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

on the APK Campus, all the campus libraries provided extension activities, which ranged from book discussions to movie nights. The 2015 programme consisted of:

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

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

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

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

## **LEADERSHIP**

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

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

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

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

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

## **CONCLUSION AND WAY FORWARD**

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

- Continuing to move forward along the path of becoming the best academic library in South Africa with the biggest eBook collection in Africa.
- Finalising the renovation of library spaces.

- Further developing services to support research at the University.
- Continuing to develop library systems and services to function on global standards of efficiency.
- Contributing to a positive student experience through the library training programme as well as the events and seminar series.
- Implementing the reviewed library structure.
- Continuing to develop staff to ensure good service.
- Implementing strategies to improve the circulation of the print book collection.



**Rookaya Bawa (Dr)**

Executive Director: Library and Information Centre



**Tshilidzi Marwala (Prof)**

Deputy Vice-Chancellor:  
Research, Internationalisation and the Library



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# FACULTY PERFORMANCE

## OVERVIEW AND GOVERNANCE

*The review reports of the nine faculties are reflected in alphabetical order in this section.*

The faculty board of each faculty is the statutory governing structure. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees, as approved by the faculty board and the relevant Senate Committee. Each faculty develops its strategic plan and focus in accordance with the institutional model, policy, strategy and materials risks reflected in the Institutional Risk Register.

A handwritten signature in black ink, appearing to read 'Angina Parekh', with a horizontal line drawn underneath the name.

**Angina Parekh (Prof)**

Deputy Vice-Chancellor: Academic

# FACULTY OF ART, DESIGN AND ARCHITECTURE

## OVERVIEW

In many respects, 2015 was an excellent year for the Faculty of Art, Design and Architecture (FADA). Indeed, the Faculty not only met its performance targets, but also exceeded its own expectations in some areas. Not least among these is the introduction of the Unit System in the Architecture Postgraduate Programme; the award to Prof Brenda Schmahmann of an NRF SARCHI Chair in South African Art and Visual Culture; and, from the start of the second semester, UJ Arts and Culture becoming part of the Faculty. At the same time, the Faculty remained responsive to the changing strategic imperatives of the University, and was well aligned with the Strategic Plan 2025. The Faculty's performance in each of the strategic areas identified in 2015 is summarised below.

## STRATEGIC FOCUS

Following the medium-term strategic plan outlined in the 2014 Annual Report, in 2015 the Faculty focused on five key areas, all underscored by the University's Strategic Objective Six: 'Fitness for Global Excellence and Stature'. These five focus areas were identified in 2014 as:

1. Development of a competitive Programme and Qualification Mix (PQM) and programme delivery (*devised from the UJ Strategic Objective Two: Excellence in Teaching and Learning*)
2. Research and staff development (*devised from the UJ Strategic Objective One: Excellence in Research and Innovation*)
3. Internationalisation (*devised from the UJ Strategic Objective Three: An International Profile for Global Excellence and Stature*)
4. Marketing, visibility and institutional culture (*devised from the UJ Strategic Objective Five: National and Global Reputation Management*)
5. Transformation (*devised from the UJ Strategic Objective Four: An Enriching and Student-friendly Learning and Living Experience*)

The Faculty made excellent progress in all these areas in 2015. In keeping with an initiative begun by the new Dean in 2013, in June 2015 all full-time staff, both academic and administrative, came together for a third time as a group to discuss the Faculty's vision, mission and strategy, in order to align these with the University's emerging Global Excellence and Stature strategy. The format of this engagement changed somewhat this year, with members of staff being invited to submit items for the agenda, in this way enabling a dynamic engagement on key issues confronting the Faculty's strategic positioning, namely:

- Enrolment, PQM, programme delivery, student experience
- Research



- Internationalisation
- Visibility and reputation
- Community engagement and active citizenship.

The substance of this engagement and how it has informed the planning for 2016 and beyond is discussed more fully in the conclusion of this report.

## **STUDENT ENROLMENT, PROFILE AND PERFORMANCE**

The Faculty enrolment continued to grow in 2015, with a total headcount of 1 369 full-time students (against a planned enrolment of 1 234 students), an increase on the 1 309 headcount of 2014. In keeping with the Faculty's evolving Programme and Qualification Mix (PQM), which will see a shift to a majority of degree programmes over the next five years, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 458 (up from 391 in 2014, and a substantial increase on the planned enrolment of 387), with a concomitant decrease in undergraduate diploma enrolment of 811 (down from 857 in 2014). The total undergraduate enrolment in 2015 was 1 269 (up from 1 248 in 2014).

In keeping with the strategic emphasis on growing our postgraduate programmes, there was a marked increase in the enrolment in master's programmes in the Faculty, from 61 students in 2014 to 83 in 2015. This was due partly to the initial intake of seven students into the new MA Design Programme, but primarily to the intake of 49 new students into the Unit System in the Architecture Postgraduate Programme. International student enrolment also increased substantially, with a total headcount of 69 international students, a substantial increase on the 43 international students in 2014. The enrolment of one occasional student (an exchange student from the United States) made up the final total of 1 370.

The trend towards an increasing total enrolment of black students continued, in 2015 rising marginally to 53% from 52% in 2014, 48% in 2013, and 43% in 2012. The number of first-time entering black African students (excluding transfer students) dropped slightly from 2014, with a total registration of 231, compared with 253 in 2014. Nonetheless, there is still significant growth in this statistic, which has shown a year-on-year growth from 177 (47%) in 2012 and 191 (48%) in 2013. There was a rise in the number of first-time entering white students in 2015, to 33%, up from 21,5% in 2014.

The academic performance of students in the Faculty remains relatively constant, with a positive success rate of 86,5% in 2015, compared with 86,4% in 2014, 85,6% in 2013 and 87,5% in 2012. Overall first-year success rates were at 84,5% in 2015, a marginal drop from 85,3% in 2014, consistent with 84,3% in 2013, but still below the 86% achieved in 2012. First-year black African success rates improved to 81,9% in 2015, up from 80,3% in 2014 and 79,7% in 2013, and effectively returning to the 81,9% of 2012. The overall performance of black African undergraduate students showed a slight improvement, 82,6% compared with 81,3% in 2014, and with 81,1% in 2013.

There were 273 undergraduate modules (including BTech) taught in the Faculty in 2015, with an overall success rate of 91,3%, up from 83,6% in 2014, 85,5% in 2013, and close to the 91,8% achieved in 2012. Although pass rates in undergraduate modules in all departments were generally above 70%, the undergraduate dropout rate remains a source of concern: 27,4% of undergraduates dropped out by year two in 2015, compared with 21,3% in 2014, 25,4% in 2013, and 19,5% in 2012. There was a marginal drop in the graduation rate in 2015, with 399 graduates being awarded their qualifications, compared with 412 in 2014.

The Faculty continued to provide support to its students through ongoing initiatives such as the First Year Seminar; an extended system of tutors for first-year students; special assistance to at-risk students; the First Year Experience (FYE) and Senior Year Experience (SYE) programmes; on-site writing tutors; and special recognition of students' achievements. Tutoring was successfully augmented by the deployment of additional tutors funded by the MEC Strategic Fund, as well as by the continued deployment of three assistant lecturers in the Departments of Architecture, Visual Art and Interior Design from the same fund. The Fashion Department hosted a Winter School that provided an additional learning opportunity for base knowledge, with a focus on group work and collaboration between first-year groups. This enabled an additional assessment opportunity for students in order to boost their marks.

Where necessary, students were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre once they had been referred there. Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary Green Design Week project (once again held in collaboration with the Faculty of Management); instituting a number of other interdisciplinary and collaborative projects; and promoting an ongoing roster of lectures and presentations by both members of staff and guest speakers from industry and academia, aimed at exposing students to wider socioeconomic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year in the many awards and prizes they continued to garner in competitions. Of particular significance is the awarding of the Corobrik Award for the best national master's project to Harold Johnson, for his project entitled *The 'Dark' City: Critical Interventions in Urban Despair*. The Corobrik Award is the most prestigious and a highly coveted national award for architecture students, and Mr Johnson brought great credit to himself and the Faculty by winning it. A team comprising Mr Alexander Oppen (Architecture) and four of his master's students (Ffiona McCaffery, Ruan van Staden, Matthew Robson and Kobus Marais) won the *Fórum de Arquitetura de Angola*, in Luanda, Angola, the first time that a contingent from UJ had been invited to participate in this forum.

Some other noteworthy national competitions in which FADA students featured prominently in 2015 included: The Des Baker Architectural Awards; the Fuchs Foundation Award; the Cutty Chino Competition; the International Society of Typographic Designers; the Project Geldom International HIV/Aids Competition; the Design Indaba Emerging Creatives; the Cobra Tap Competition; the Homemakers Expo Flip that Fan Competition; the BOS Seating Project; Association of Rotational Moulders of Southern Africa (ARMSA) and the Plastics Institute of South Africa (PISA) Student Design Award; the Siyazisiza Trust Craft Development Programme Competition; the PG Bison Competition; the Caesarstone Competition; the Anglo Gold Auditions Competition; the Anglo American Plat Africa Awards; the Thuthuka Jewellery Awards; the Bamako Encounters 2015; the Thami Mnyele Ekurhuleni Awards; the ABSA l'Atelier Awards; and the Sasol New Signatures Competition.

Students on the Dean's Merit List were celebrated at a gala dinner at STH organised for students and their parents. The year 2015 also saw the introduction of the Dean's Prize for the top BTech or honours student in the Faculty, awarded to Daniel Carstens, a fourth-year Industrial Design student who in 2014 had been the winner of the first Cube/Vitra Award.

Students' interests were addressed at the FADA Student Forum and in Departmental Representatives' meetings. The 2015 Student Forum, under the leadership of Tasmin Donaldson, a Multimedia BTech student, was considerably more active than the 2014 group. In addition to quarterly meetings with the Dean at which various issues relating to the student experience were discussed, the Student Forum continued the 'open mic' initiative that had proven to be such a success in 2013, as well as organising a successful winter clothing drive for the Lonely Road Foundation.

## **ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS**

The introduction of a degree track – which will see all FADA departments offering degree programmes at undergraduate and/or postgraduate level – continued to be the focus of academic programme and curriculum development in 2015. The submission for a degree programme in Interior Design received final approval from the CHE, and the BA Interior Design will be offered in 2016. The submission for a degree programme in Visual Art was also approved for implementation in 2017, and has been developed in such a way that it will enable students to do BA subjects in Humanities, while also making the History of Art component of the Visual Arts degree available to BA students in Humanities as a major. It is envisioned that this will in time lead to the development of a fully-fledged History of Art programme in the Faculty. Unfortunately the submission for the BA Fashion Design was delayed by the CHE, and will only be finalised in the course of 2016.

At postgraduate level, we enrolled the first cohort of MA Design students in 2015. Given the imperative to include a doctoral qualification on the Faculty's PQM, we are pleased to report that the submission for a PhD

in Art and Design was approved by Senate and the DHET, and is awaiting CHE approval for implementation in 2016/17. Furthermore, the Faculty applied for the additional CESM category 'Art History' to be included on the institutional PQM at PhD level. This also awaits final approval by the CHE.

Following on the successful award of a Teaching Innovation Grant in 2014, Prof Lesley Lokko from the Department of Architecture implemented the Unit System in the Postgraduate Programme in Architecture. This is the first time that this system, widely practised in the United States, the United Kingdom and Asia, has been offered in Africa. As noted above, this had an immediate impact in terms of the increased enrolment into the Postgraduate Programme in Architecture. By the second semester of 2015, it became clear that, given its increased scope and complexity, it would be in the best interest of both the undergraduate and postgraduate programmes for these to be unbundled from the Department of Architecture, and indeed to establish the Postgraduate Programme as a separate entity. Discussion thus began with the MEC regarding the establishment of a separate Postgraduate School of Architecture (PGSA) in 2016, with the undergraduate programme continuing at the Department of Architecture. In anticipation of this, Prof Lesley Lokko was designated the Head Coordinator of the Postgraduate Programme, reporting directly to the Dean.

As in previous years, the theme of citizenship was entrenched and evaluated as an integral component of identified modules in all undergraduate programmes in the Faculty. Other mechanisms to ensure the relevance of curricular content in module offerings in the Faculty were: teaching collaborations with industry; the ongoing revision of modules within departments; engagement with international benchmarks and precedents (particularly in the Fashion Production programme, which was reviewed by an external panel in 2015); and the ongoing completion of teaching and module evaluations conducted by the Centre for Professional Academic Staff Development (CPASD). In keeping with the University-wide emphasis on promoting the use of handheld technology for teaching and learning, a pilot project was undertaken in the second semester using iPads and iTunes U in the Contextual Studies module, a cross-departmental theory module that has been designated of priority status in terms of its historically poor throughput rates. The pilot project, which will continue into 2016, aims to establish whether throughput rates can be improved by the use of the expanded possibilities offered by a 'blended learning' approach in which the lecturers' material is expanded and reinforced by electronic and online resources.

The Faculty's Teaching and Learning Forum, which in the past had foregrounded the unique characteristics of teaching and learning in the creative disciplines, reconsidered its scope and mandate under the leadership of Mr Brenden Gray (Lecturer, Graphic Design). Reconceptualised in 2014 as a community of practice under the banner of STAND, or the Scholarly Teaching of Art and Design, Mr Gray continued – with the financial support of the Dean's office – to host seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. Furthermore, STAND also supports the Faculty's engagement with the University's FYE and newly implemented Senior Year Experience (SYE) initiatives.

## **RESEARCH AND CREATIVE PRODUCTION**

Preliminary (unaudited) figures indicate that the Faculty produced 46.81 DHET subsidy units, an excellent 12,79% increase on the 34.02 units awarded subsidy in 2014 (but exceeding the record return of 45.74 units in 2013). Analysis shows that over the past five years the Faculty has maintained a modest but steady average growth of 10,9% per annum in research output. The 2015 submissions constitute an across-the-board increase, comprising 25.83 units from journal articles (up from 16.50 in 2014), 10.83 conference proceeding units (up from 9.42 units in 2014), 8.52 book units (up from 6.4 in 2014), and 1.83 book chapter subsidy units (up from 1.27 in 2013).

For the first time since the establishment of the VIAD Research Centre, academic staff in the Faculty produced an equivalent amount of research subsidy units to those produced by fellows associated with the Research Centre. The number of research-active, full-time academic staff – excluding Assistant Lecturers, but including the Dean and staff who contributed creative-work-as-research – also increased to 28 (or 56%) in 2015, up from 22 (or 46%) in 2014, 19 (43%) in 2013 and 16 (40%) in 2012. This increase in the number of research-active staff is partly the consequence of the continued liberal approach to supporting requests for funding from the Faculty Research Committee, and partly of the strategy, begun in 2014, that seeks to create supportive environments

and platforms across the Faculty's four focus areas: conventional research (supported by the Research Centre); scholarship of teaching and learning (supported by the STAND (the Scholarly Teaching and Art, Architecture and Design) Community of Practice); design and technology-led research supported by the Design Society Development DESIS (Design for Social Innovation and Sustainability) network; and creative-work-as-research, supported by the University Research Office.

Prof Leora Farber, Director of the FADA Research Institute Visual Identities in Art and Design, received a C2 rating from the NRF, bringing to six the number of NRF-rated researchers in the Faculty in 2015, from five in 2014 (Profs Berman, Freschi, Osman, Schmahmann and Von Veh).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority among the artists, designers and architects on the academic staff. Six projects for the recognition of creative-work-as-research underwent a peer review process and were successfully submitted to the FRC and subsequently to an ad hoc committee of the URC. Since 2013, the University has formally agreed to fund the subsidies payable to successful applicants from URC rather than Faculty funds. This is a significant step forward, and puts the University on a par with its peer institutions, while also increasing the subsidy amount payable to individual researchers. It is envisioned that this will serve as an incentive for the academic staff to submit their creative work to a peer review process.

As detailed in the departmental reports, in addition to the projects that were officially recognised by the ad hoc committee of the URC, members of staff participated in numerous solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally, and completed a number of design projects. The departmental reports also show how staff in all departments presented papers at national and international conferences, with some highlights including Prof Kim Berman (Visual Art) presenting three public lectures at Loyola Marymount University in the United States; Prof Karen von Veh (Visual Art) curating an exhibition of South African art at the Beijing Biennale (co-curated by colleagues Gordon Froud and Shonisani Netshia), and being invited to give a paper at Peking University in Beijing. Prof Lesley Lokko gave keynote addresses at the Nkomo Conversations Conference in Accra, Ghana, and at the Goethe Institute Johannesburg's 'What is the Good City' conference, which was televised live to participants in Rotterdam and Munich. Prof Brenda Schmahmann was officially awarded an NRF SARCHI Chair in South African Art and Visual Culture at a ceremony held in Cape Town in September, and in November she presented her professorial inaugural lecture, entitled 'Toppled Monuments and Fallen Icons: Negotiating Monuments to British Imperialism and Afrikaner Nationalism on Post-Apartheid Campuses'. Prof Freschi was invited to chair a round-table discussion on 'Art, Politics and Agency' at the College Art Association on Annual Conference in New York in February, and to present a public lecture entitled 'The Politics of Ornament: Articulations of Identity in South African Architecture, 1910-2010' at the University of Umeå, Sweden, in October.

The VIAD Research Centre continued exploring themes that emerged from the 2014 exhibition of British photographer Vanley Burke's photographic archive *By the Rivers of Birminam*. The Centre hosted two discursive platforms in the FADA Gallery: *Archival Addresses: Photographies, Practices, Positionalities*, held in March, offered a platform for a series of papers, panel discussions, artists' presentations, film screenings and an exhibition engaging with the complexities of contemporary archival practices, and how these play out using lens-based and new media technologies. In October, the Centre hosted a series of encounters entitled *(Re)-Fashioning Masculinities: Identity, Difference, Resistance*, also at the FADA Gallery. Participants explored various forms of self-imaging/self-representation and hypersampling strategies used by sartorial groups such as the Swenkas, Pantsulas, Isikothane, and Sartists, as well as young Johannesburg-based design collectives such as Khumbula, the Smarteez, and the Ribane siblings. Both platforms attracted a number of high-profile international and national speakers and participants.

Both platforms were also accompanied by curated exhibitions: *Past Imperfect//Future Present*, which coincided with the first platform in March, featured the work of highly regarded national and international practitioners engaging with complexities of, and rethinking new possibilities for, contemporary archival practices using lens-

based and new media technologies. The exhibition *Hypersampling Identities, Jozi Style* accompanied the second platform, and featured the work of young male fashion designers and design collectives producing men's wear, as well as that of the stylists, photographers, sartorial groups, and trendsetters within their milieu. Extensive public engagement programmes, including walkabouts, lectures and workshops, accompanied these discursive platforms and exhibitions.

In addition to these scholarly initiatives, the VIAD Research Centre was active in supporting research development initiatives in the Faculty, both by including FADA academic staff in the discursive platforms and exhibitions, and by hosting a number of Research Working Group seminars, facilitated by Prof Brenda Schmähmann. Prof Keyan Tomaselli presented three well-attended research capacity building seminars entitled 'Making Sense of Research', and Prof Shona Hunter, a visiting research fellow from the United Kingdom, presented a seminar entitled 'Writing for UK-based journals'. In addition, the Research Centre offers ongoing guidance on staff research projects, with team members frequently being consulted on conceptual frameworks for exhibitions, conferences, exchange projects and research papers.

The Faculty Research Newsletter, under the editorial guidance of Prof Brenda Schmähmann, was once again published in digital format, with a range of contributions from academic staff focusing on their current and ongoing research. The newsletter is posted on the FADA website.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, AND INTERNATIONALISATION**

The principles of community service and good citizenship remain an integral part of the Faculty's teaching programmes. As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2015.

The Faculty received a number of international researchers or academics from institutions in the United States, France, Australia, Germany, Dubai and India. In addition, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Cape Town, the Tshwane University of Technology, the Central University of Technology, the Cape Peninsula University of Technology, and the Greenside Design Centre. As detailed in the departmental reports, faculty staff at all levels were well represented on professional forums, with a number of instances of leadership roles in national and international professional bodies, as well as service to the national academic community in the capacity of assessors, moderators and external examiners.

In addition to the ongoing Faculty-wide Green Week and IOHA HIV/AIDS community engagement initiatives, some noteworthy community engagement initiatives in 2015 included the Vrededorp Community Engagement project. This project saw first-year Architecture students assisting the local Fietas Museum in documenting the physical infrastructure of Fietas from an historical point of view; information that will also inform community discussion for future development in the area. The StudioATdenver, involving second- and third-year Architecture students with a number of external partners, aims to support the development of frameworks that will support positive change, safety and stability for the larger community of Denver. A project entitled 'Urban Building' saw Architecture students engaging with the Johannesburg Land Company in a semester-long project that considered urban issues, development potential and community issues, and resulted in an exhibition of urban building proposals at The Sheds at 1 Fox in downtown Johannesburg, as well as the production of creative street furniture placed on site.

First- and second-year Fashion students produced children's toys for the Golang Education Outreach project, which serves people living in the informal settlement of Zandspruit. As part of the ongoing community engagement project with the Salvation Army's Ethembeni Children's Home, an orphanage for approximately 60 infants, the Interior Design students designed and manufactured a series of mobiles. The project was registered with the CE Office as a 'service learning' project.

Important stakeholder engagements in 2015 included students in the Faculty also collaborating in multidisciplinary teams to investigate perceptions around eco-mobility in Johannesburg as part of the Eco-

Mobility Festival that was held in Sandton in October. This event was the second International Eco-Mobility Festival, and was co-hosted by the City of Johannesburg and the international organisation ICLEI (Local Governance for Sustainability). Ms Amanda Breytenbach (HOD Interior Design and Vice-Dean) liaised with ICLEI and managed the implementation and execution of the student project. Teams of students from the Departments of Architecture, Interior Design and Multimedia produced a series of short form videos on the theme of 'Follow the Journey – To Work!'. Three user groups were investigated in the research, namely walking, cycling and public transport. The students produced twelve videos of which seven were shown in the 'Our History of Transport' exhibition at the Festival, and also posted online on the Eco-Mobility Festival website (<http://www.economobilityfestival.org/videos>).

In partnership with Zendai South Africa and the UJ Confucius Institute, FADA hosted the display of Chinese artist Li Bin's 38-metre long painting *A Salute to Mandela* from 22 April to 9 May. Completed in 2014 as a tribute to Mandela's life and legacy, and first exhibited in Shanghai in July of that year at an event to celebrate the declaration of 2014 as the year of South Africa in China, this was the first time the painting had been shown in South Africa. Its installation attracted a wide range of visitors to the Faculty. These included a number of VIP guests, including former ministers in Mr Mandela's cabinet, the former Deputy President, as well as the Mayor of Johannesburg and the Gauteng Premier. The Dean organised a public colloquium, entitled 'Art, Democracy, Diplomacy and the Limits of Representation: Critical Reflections on Li Bin's *A Salute to Mandela*', in which distinguished academics debated issues of power and representation, and the role of mediated images of national heroes in the construction of the national imaginary. Also in May, the Faculty, in partnership with Renault and the UJ Alumni Office, hosted a spectacular fashion show featuring FADA alumni, as well as winners of SA Fashion Week.

An increased number of staff and students were involved in international projects and exchanges during 2015. Key among these were Profs Judy Peter and Karen von Veh's international colloquium entitled 'Between Democracies 1989-2014: Remembering, narrating and imaging the past in Eastern and Central Europe and Southern Africa', held at the School of Tourism and Hospitality, with a curated exhibition at the Constitutional Court in Braamfontein. Both these events attracted a number of international speakers and participants to the Faculty. As noted above, Prof Karen von Veh from Visual Art curated an exhibition of South African art at the Beijing Biennale, assisted by co-curators Gordon Froud and Shonisani Netshia. Ms Robyn Cook (Graphic Design) was invited to attend an artist's residency at the Hordeland Kunstsenter in Norway, and Prof Deirdre Pretorius (HOD, Graphic Design) was awarded an Erasmus Mundus exchange scholarship to the University of Uppsala in Sweden. Mr Nduka Mntambo's (Multimedia) film *If This Be a City* was shown as part of the Johannesburg Pavilion at the Venice Biennale.

Outbound student mobility also increased: In January, Prof Judy Peter (HOD, Jewellery Design and Manufacture) took a group of BTech students on a study tour to New York, where they attended a short learning programme at the Jewellery Institute of New York, as well as visiting a number of design schools, and having guided tours of high-end commercial jewellery stores. Yael Gold, a Master's student in Multimedia Design, presented a paper at the Universitas21 Graduate Research Conference in China, and was awarded an Erasmus INSPIRE Scholarship to attend the University of Groningen in the Netherlands for one semester. With the support of the Faculty Research Committee, Kegaugetswe Setusha, a Master's student in Graphic Design, presented a paper at the Design History Society Conference in San Francisco. Nine students from the Department of Graphic Design were sent on semester-long exchanges to institutions abroad.

The three Unit leaders in the postgraduate programme in architecture all took students on field trips to neighbouring countries: Prof Lokko took a group of eighteen students and two lecturers to Zanzibar, the first trip of a three-year research project directed by Prof Lokko into hybrid and creole cultures in locations around the coast of Africa. Prof Amira Osman took a group of twelve students and two lecturers to Nairobi to visit informal settlements and housing projects. Prof Osman also took the Unit's top student, Simon Ngubeni, to the Future of Open Building Conference in Zurich, where they presented a paper outlining the academic principles underlying the unit. Alex Oppen, leader of Unit 1, took a group of four students to Luanda, Angola, to participate



in the *Fórum de Arquitetura de Angola* competition. As noted above, the team's submission, in which they proposed the introduction and design of a public space into a dense informal settlement in inner city Luanda, was awarded first prize.

As regards recruitment initiatives, FADA representation at school visits succeeded both in providing information and counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. In addition, the Faculty implemented a campaign to engage directly with art teachers from its key feeder schools, inviting them to a workshop – at which acclaimed South African artist Diane Victor gave a demonstration of her 'smoke drawing' technique – and reception at the Faculty. The Dean and HODs invited industry stakeholders to student exhibitions, and to other events throughout the year. As part of the strategic drive to build the Faculty's visibility and stature, the relationship with the Johannesburg Art Fair established by the Dean in 2013 continued in 2015.

In order both to promote the Faculty and to foster closer alignment with the University's values, the Dean continued the series of public lectures that began in 2013 in which prominent public intellectuals in the fields of art and design are invited to address the core values of the University as they relate to the creative disciplines. Under the curatorship of Prof Brenda Schmahmann, who reconceptualised this series as the RADICAL (Rethinking Art and Design in Cultures and Localities) series, two prominent speakers were invited in 2015: Ismael Mohamed, Director of the National Arts Festival in Grahamstown, and Prof Mongane Wally Serote. In his lecture, Prof Serote posed a challenge to the audience to think about the potential role design might play in enabling the *ndumba* (the place of consultation with a healer) to be reconfigured in the 21st century – a challenge that the Faculty will take forward in 2016. Both of these events were widely publicised and well attended, with the lectures later being podcast on the FADA website.

In this and other ways the Faculty ramped up its efforts to establish and entrench its presence and profile among all its stakeholders. All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The FADA Facebook page gained 2 539 subscribers (compared to 1 916 in 2014), while the FADA Twitter account became increasingly active, with 1 958 followers by the end of 2015 (compared to 1 392 followers at the end of 2014).

## **UJ ARTS AND CULTURE**

After consultation with the Vice-Chancellor and the Dean, in August 2015 UJ Arts and Culture formally became part of the Faculty. This has the mutual advantage of giving the Arts and Culture an academic 'home' that is closely aligned to its core interests, while enabling FADA to expand both its cross-campus and public reach. Arts and Culture activities continued to draw considerable audiences to the 127 events it produced and/or hosted in 2015, with a footfall of 41 400, with audiences for activities produced by UJ Arts and Culture accounting for 51,17% (21 185) of the total figure and the remaining 48,83% (20 215) attending activities hosted by Arts and Culture. In addition to this public-facing programme, a robust range of arts platforms were offered on all four UJ campuses for students, staff, alumni and the public to experience and engage with emerging and established Pan-African and international artists drawn from the full spectrum of the arts. Arts and Culture also continued to have a dynamic and critically acclaimed presence at the Grahamstown National Festival of the Arts, while the UJ Choir continues to be an important ambassador for the University. In a European tour in June and July, the choir took a number of top honours, winning gold and silver medals in a variety of categories at international competitions in the Czech Republic and in Germany.

The UJ Art Gallery on the Auckland Park Kingsway Campus hosted seven exhibitions, which were seen by 4 818 individual gallery visitors. Each exhibition was accompanied by public walkabouts and/or lectures. The Gallery also increasingly focused on building audiences by involving students and staff in various organised activities. Lecturers from FADA, Engineering, Anthropology and Philosophy engaged with exhibitions as part of a teaching and learning or curriculum-based programme. FADA lecturers also became increasingly involved with the gallery – as curators, participants, and/or public speakers.

The FADA Gallery on the Bunting Road Campus also continued to make a valuable contribution to the public life of the Faculty under the directorship of Mr Eugene Hön (Senior Lecturer and former Dean of the Faculty). In addition to hosting eleven exhibitions between the Gallery and the FADA Atrium, the FADA Gallery also hosted events such as a new film club, known as FADAFILM, as well as various public lectures, discussions, and colloquia, which provided a regular creative platform to stimulate critical thinking and scholarship through contemporary art and design issues and practice.

Both the Faculty, in general, and Arts and Culture, in particular, received regular coverage on major public media platforms, locally and nationally, generating an estimated advertising value equivalency in the region of R7 million for the year. In addition, Arts and Culture continued to increase its social media presence, particularly with high social media hits being recorded for the ever-popular student competitions, *UJ Can You Sing?* and *UJ Can You Dance?*

## RESOURCE MANAGEMENT

With the incorporation of UJ Arts and Culture, the Faculty had a total of 85 permanent and full-time contract members of staff in 2015. In addition to the Dean, this comprised 53 academic staff and 31 administrative and support staff (up from 20 in 2014). The academic staff comprised three Assistant Lecturers, 25 Lecturers, 17 Senior Lecturers, 7 Associate Professors and 1 Professor (excluding the Dean). The percentage of Associate Professors was 13% in 2015, while the Senior Lecturer category decreased marginally, with Prof Judy Peter's promotion to Associate Professor, from 33% in 2014 to 32% in 2015. The only new academic appointment made in 2015 was in Interior Design (Ms Anneke Allers, Lecturer). Of the academic staff, 19% were from designated groups, 7% were foreign nationals, and 74% were white. Sixty-six per cent of administrative and support staff members were from designated groups, and the Faculty Management Committee remained at 33% designated and 67% non-designated members.

The Faculty's programme of upgrading staff qualifications was completed in 2015, with all full-time academic staff holding a minimum of a master's qualification. The number of staff with doctorates increased to 12 (up from 11 in 2014), or 21% of the academic staff, with Dr Keneilwe Munyai (Fashion Design) being awarded her DTech from the Cape Peninsula University of Technology in 2015. It is anticipated that another two members of staff will complete their doctorates in 2016, with a significant number being engaged on their doctoral studies due for completion in the next two years. The Faculty also saw an increase in seniority, with Prof Judy Peter (HOD: Jewellery Design and Manufacture) being promoted from Senior Lecturer to Associate Professor. Although the staff complement remained relatively stable in 2015, the Faculty had two resignations: Ms Lizette Hollander, the Faculty's long-serving Head of Faculty Administration, resigned in the middle of the year to take up a position in the Faculty of Management. She leaves behind a legacy of an extremely efficient and well-managed administrative environment, and will be greatly missed. Ms Justine Hunkin, a Lecturer in Industrial Design, resigned at the end of the year.

The focus on training and development during the year was on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, scholarship of teaching and learning, and leadership development. Academic staff members across all levels were nominated for the Accelerated Academic Mentoring Programme overseen by the DVC Academic. As noted above, a diversified strategy aimed at promoting different areas of research competence among academic staff was launched, and will continue to be actively promoted in order to address the need to grow research capacity and output.

The third phase of the upgrading of ventilation and temperature control in the building was begun, with a focus on staff offices and common rooms. While this has afforded some relief in parts of the building, problems with ventilation and temperature control persist, particularly in the staff offices and common rooms on the first floor of the building. This remains a source of frustration for staff and students alike.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Building and facilities maintenance was ensured by means of monthly meetings with, and the

ongoing reporting of matters requiring attention to, the Office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the use of recycling bins and the continued drive towards a paperless meeting environment throughout the Faculty.

The Faculty managed its financial expenditure within budget, although additional pressure was placed on the budget by the running of a *de facto* separate department (viz. the Postgraduate Programme in Architecture) without this having been anticipated in the 2014 budget planning process.

#### GOVERNANCE AND QUALITY ASSURANCE

All departments continued to have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued to devote a great deal of time to ensuring that all new academic offerings met requisite standards. The APQC also dealt successfully with the review of re-admissions, F7 exclusions, and recommendations for granting credits and status before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

Given the imminent introduction of degree programmes in the Departments of Multimedia and Fashion Design, the scheduled review of these Departments was deferred, although an external panel reviewed the programme in Fashion Production. Overall, the programme received a positive evaluation from the panel, which also made a number of recommendations that will be taken forward by the Department, under the supervision of the APQC, in 2016.

Despite the departure, as noted above, of the long-standing Head of Faculty Administration, student and academic data continued to be well managed, and Academic Administration maintained its excellent record under the acting headship of Ms Neeradevi Chinnah, who was successful in being appointed to the position of Head of Faculty Administration in 2016. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The risk register was updated as required. High-risk areas continue to be the preparedness and attitude of entry-level students, the loss of prospective and preferred students, and the physical working environment. Appropriate actions were taken where possible in mitigating these risks. Areas of particular concern for departments include attracting qualified staff, particularly from designated groups. While ongoing work on the upgrading of the HVAC system has brought some relief to teaching and public spaces in the building, as noted above issues of poor ventilation and temperature control in the staff offices continue to have a negative impact on the perception of the working environment. The lack of office space is also an area of concern, particularly as regards the ability to accommodate visiting academics and postdoctoral research fellows. Although three new offices were created on the first floor of the building (two of them designated as 'hot' offices for the temporary use of visiting academics), given the rising stature of the Faculty and its ambition to attract increasing numbers of visiting researchers, professors and postdoctoral fellows, it is important that this is resolved. A master plan for the redesign of the building to create additional capacity was drawn up and submitted to the Office of the Campus Director for approval.

### LOOKING FORWARD

As regards enrolment and curriculum development, key priorities in 2016 include a focus on increased postgraduate enrolment, not least into the Postgraduate School of Architecture (PGSA), and a concomitant focus on ensuring that the PGSA is adequately resourced to take advantage of the considerable interest that has been shown in it. In addition, some alterations will be made to existing facilities in order to accommodate increased enrolment in the MA Design Studies and in other departments. The Faculty will provide what support it can to ensure that Prof Brenda Schmahmann's NRF SARCHI Chair in South African Art History and Visual Culture can begin delivering on its mandate. Primarily, the focus in this regard will be on ensuring that we have a mechanism for enrolling PhD students into the Faculty. At the undergraduate level, we will be monitoring closely the intake into the new degree programmes in Interior Design and Multimedia Design, while working with the Faculty of Humanities to ensure the effective rollout of the BA component of the Visual Art degree that will come online in 2017.

The student movement of October 2015 has had a profound effect on South African higher education. In addition to forcing universities and government alike to rethink the model of how higher education is funded, it has also posed a set of fundamental challenges regarding the epistemological foundations of university curricula. Thus, while FADA remains committed to maintaining its strategic momentum in terms of curriculum development, research development, internationalisation, an enhanced student experience, community engagement, transformation and a significant public profile, we will also focus in 2016 on coming to terms with the question of 'decolonising' the curriculum and the implications of this for the creative disciplines. This will be led initially by the STAND community of practice, and will eventually include inputs from all stakeholders, including students.

The continued integration of UJ Arts and Culture into the Faculty will enjoy specific focus in 2016, not least in terms of how the relationship between the Faculty and UJ Arts and Culture can inform aspects of the curriculum. Initially the focus will be on undergraduate engagement, with a view ultimately to how this can be extended dynamically into postgraduate studies.

## **CONCLUSION**

In the final analysis, 2015 was an excellent year for FADA in terms of its increased research output and capacity, staff qualifications, increased postgraduate enrolment, increased international enrolment, growing international linkages and collaborations, positive student experience, and increasingly enhanced public profile. While challenges remain – particularly relating to undergraduate student throughput rates in certain modules, transformation, research output, and curricular development – the Faculty nonetheless appears to be well positioned to realise its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg and beyond. It remains a dynamic and active contributor to the University's ambitions to attaining global excellence and stature.

A handwritten signature in black ink, reading 'Federico Freschi', with a stylized flourish underneath.

**Federico Freschi (Prof)**

Executive Dean: Faculty of Art, Design and Architecture

# FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

This Executive Summary of the Annual Report of the Faculty of Economic and Financial Sciences (FEFS) provides an overview of the Faculty's achievements, challenges, strategic initiatives and related aspects for the 2015 academic year. Where appropriate, comparisons are made based on trends over the last five years.

## OVERVIEW AND GOVERNANCE

The Faculty operates in the academic space for financial education. In this regard, it offers a unique blend of vocational and academic programmes in the fields of finance, accountancy and economics, which seek to address specific national needs in terms of skills development and transformation, while simultaneously pursuing global excellence.

Programmes range from undergraduate diplomas and degrees to postgraduate offerings at honours, master's and doctoral levels. Profession-oriented education is an important feature of the Faculty's mainstream programme offerings, and although it is particularly discernible in the field of accountancy, it is also evident in the broader area of finance, and even emerging in certain areas of economics. In responding to national needs, the Faculty aims for world-class standards in both the nature and the delivery of its academic product.

The Faculty consists of four academic departments, and each is managed by a head of department (HOD), supported by typically two deputy HODs, programme coordinators and/or subject heads. The four HODs, the Executive Dean, Vice-Dean, Head of Faculty Administration (HFA), and Faculty Coordinator constitute the Faculty Management Committee, which met once a month on average in 2015 to deal with strategic and operational matters.

The Faculty Board, comprising all permanent and contract academic staff members, met at least once a quarter in 2015 to consider matters relating to policy, processes and procedures on academic aspects in the Faculty. In addition, five Faculty Board sub-committees played an important role in facilitating and coordinating quality arrangements relating to academic aspects, such as teaching, learning and assessment; higher degrees; research; ethics; and programme development.

## STRATEGIC THRUSTS, FOCUS AND TARGETS/INDICATORS

The Faculty is committed to the University's 2025 Strategic Objectives and its plans to advance the institution in terms of Global Excellence and Stature (GES). The Faculty's 2014-2016 Strategic Plan comprises ten objectives that are directly or indirectly connected with the University's six strategic objectives. Significant progress has been made, thus far, towards realising the Faculty's ten strategic objectives.

Much of the strategic discussions which took place within departments, in the Faculty Management Committee (FMC) and at Faculty Board level, revolved around Top Management's drive towards a realignment/ restructuring of FEFS and the Faculty of Management (FOM) in relation to the establishment of a Johannesburg Business School. Both Faculties were commissioned to undertake research on possible configurations of business schools in terms of scope and structure. FEFS identified typical business school models from selected samples of institutions in South Africa and abroad, and their connection with the disciplines of accountancy, finance and economics. FEFS and FOM reported on their findings to Top Management. Consultations on this matter will continue in 2016.

## **STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES**

### ***Subsidised academic programmes***

#### **Enrolments**

Total enrolment in subsidised academic programmes fell by 2,24% from 10 868 in 2014 to 10 625 in 2015. The unweighted annual growth in enrolment over the last five years was 1,59%. Actual enrolment in 2015 was below the planned target of 11 090 by 4,2%. This was particularly attributable to the significantly lower than expected enrolment in undergraduate diploma programmes. Undergraduate enrolment, inclusive of degrees and diplomas, dropped by 4,1% from 9 427 in 2014 to 9 039 in 2015, while postgraduate enrolment grew by 10,65% from 1 427 in 2014 to 1 579 in 2015. Moreover, actual undergraduate enrolment in 2015 was below the planned target of 9 640 by 6,23%, and postgraduate enrolment was above the planned target of 1 450 by 8,9%.

FEFS's total enrolment for 2015 was close to 21,5% of the total enrolment of the University, a slight drop from the 21,9% in 2014. However, at 21,5%, FEFS continued to be the largest faculty in terms of student numbers.

As far as student profile is concerned, the composition of total enrolment in terms of race was relatively static over the last 2 to 3 years, with African enrolment at 85%, coloured enrolment at 2%, Indian enrolment at 5% and white enrolment at 7%. The issue of diversity remains a concern to the Faculty, particularly on the Soweto Campus where the Faculty offers only undergraduate diploma programmes and 97,5% of the students are black African. Appropriate marketing measures need to be designed to address this concern. With regard to gender, the proportion of female students in total enrolment dropped from 53% in 2014 to 52,3% in 2015.

The enrolment of Afrikaans students has declined steadily over the years. In 2015, Afrikaans students accounted for only about 1% of the enrolment in BCom degree programmes in the Faculty. Hence, a decision was taken (and approved by Senate) towards the end of 2015 to discontinue Afrikaans as a medium of instruction for the three BCom degree programmes with effect from 2016. However, given the continued enrolment of somewhat acceptable numbers of Afrikaans students in the Bachelor of Accounting and the Honours in Accounting (CA stream), these programmes continue to be offered in Afrikaans.

#### **Academic performance**

The undergraduate success rate (in terms of module credits) stood at 84,7% in 2015 compared to 85,5% in 2014. The drop in the undergraduate success rate was made up of a decrease for diploma programmes from 86,1% to 85,4%, and a decrease for degrees from 85,2% to 84,4%. Notwithstanding the slight drop, the undergraduate success rate has been consistently above 80% for the last five years since 2011.

The decline in the postgraduate success rate from 69,9% to 67%, was the net outcome of a decrease for honours programmes from 72,1% to 69,3%, a drop for masters' programmes from 54,8% to 51,9%, and an increase for doctoral programmes from 32,5% to 38,8%. When viewed over the last five years, it is evident that the dip in the postgraduate success rate to below 70% started in 2014. The Dean is in engagement with departmental heads on this matter.

The number of graduates in the Faculty decreased by 5,2% from 2 956 in 2014 to 2 801 in 2015. This decline is particularly attributable to diploma programmes and to a more limited extent to honours degrees, which exhibited declines of 15,2% and 3,5% respectively. However, over the last five years, the Faculty's graduation output grew at an unweighted average rate of 2,63%.

Notwithstanding the limitations associated with the graduation rate (which is calculated as a percentage of enrolment in a given year), some observations may still be made and considered with circumspection: The graduation rate for undergraduate degree programmes increased from 21,8% in 2014 to 22,4% in 2015. In the case of undergraduate diploma (and certificate) programmes, it decreased from 26,7% to 24,8%. With regard to graduation rates for postgraduate programmes, there was a drop for honours programmes from 60,3% to 55%, a decline for master's programmes from 15,8% to 9%, and a rise for doctoral programmes from 7,9% to 16,3%.



The total graduation rate in the Faculty dropped from 27,2% in 2014 to 26,2% in 2015. However, the graduation rate over the last three years has been consistently above 25%. The proportion of FEFS graduates relative to the University grew from 24% in 2014 to 25% in 2015, and has been consistently above 20% and growing for the last five years since 2011.

#### **Impact of academic programmes as reflected in external achievements of FEFS students**

- In January 2015, UJ graduates achieved a pass rate of 85% in the South African Institute of Chartered Accountants' (SAICA's) Initial Test of Competence (ITC), lower in comparison to 2014 but within the target range of between 85% and 90%. The 2014 CTA cohort, however, achieved a 98% pass rate after the June 2015 sitting. UJ retained its position as the biggest residential provider of black aspirant chartered accountants.
- Over the past three years, UJ economics students took top positions in the Nedbank-Old Mutual National Budget Speech competition. In 2015, two students were first runners-up in the competition, one in the undergraduate and the other in the postgraduate category.
- For the second year in a row, UJ finance students won the South African leg of the Chartered Financial Analyst (CFA) Institute Research Challenge. They will represent SA (and the UJ) at the world championship in Chicago, USA.
- In January 2016, 99 students from the third-year Diploma in Accountancy class of 2015 wrote the Professional Test of Competency (PTC) examination of AAT (SA). A pass rate of 66% was achieved. This may be deemed a reasonably good pass rate, given that it is only the second time that UJ students have written such an examination.

#### **Non-subsidised academic programmes**

In 2015, departments had 54 approved non-subsidised programmes, of which about 18 (excluding winter schools and pre-/postdoctoral registrations) were presented. The total enrolment for these 18 programmes was 1 021 in 2015. Note that in the case of programmes that were attendance-based, attendees may not have been registered on the UJ system, and hence, the enrolment for such programmes would not be included in the reported figures. If the total enrolment of 634 in respect of winter schools and pre-/postdoctoral registrations is taken into account, then the total enrolment in non-subsidised programmes amounted to 1 655 in 2015, reflecting an increase of 1,7% relative to the enrolment of 1 628 in 2014.

Nine of all the non-subsidised programmes presented in 2015 were allocated result codes. Given the enrolment of 898 students in these programmes in 2015, the percentage of qualifying candidates was 43,4% compared to 41,8% in 2014 (notwithstanding variations in size and composition of such programmes over the two years). Total income generated from non-subsidised programmes amounted to approximately R14,2 million in 2015 compared to R13 million in 2014.

### **RESEARCH AND SCHOLARLY ACTIVITY**

Preliminary (pending DHET submission) subsidised publications in the Faculty for 2015 amount to 45.09 units, comprising 31.86 journal article units, 1.23 book chapter units and 12 units in respect of conference proceedings. This represents a 17% increase relative to 2014. Over the last five years (subject to the outcome of the 2015 submission), subsidised output grew at an unweighted average rate of approximately 5,2%. Apart from activity that resulted in accredited research output, staff members remain highly committed to scholarly activity in areas such as conferences; publications in non-accredited journals/media; non-subsidised books; involvement with professional bodies; and research projects.

Various measures/factors, which continue to stimulate research and scholarly activity in the Faculty include: appropriate capacity development initiatives at department level; departmental research seminars; appointment of distinguished visiting scholars; public lectures; an accredited Faculty journal; internal research funding; the activities of the Faculty's three research/training centres; three NRF-rated researchers (and 1 visiting professor who is NRF-rated); a newly appointed NRF Chair in Industrial Development; and the Faculty biennial Value Conference (next in 2016). The newly appointed NRF Chair, a South African Research Chairs Initiative (SARChI),

is a major addition to the research environment of the Faculty and is expected to make a significant boost to its research output.

In line with its strategic focus to enhance its national and international position, the Department of Economics and Econometrics improved its ranking in the REPEC (Research Papers in Economics) classification, by becoming the fourth best Department of Economics in South Africa.

## **SOCIAL RESPONSIVENESS**

Initiatives relating to social responsiveness are driven primarily by the Faculty's departments. Social responsiveness projects are generally positioned in three areas, viz. transformation, educational outreach, and charity. Projects, in 2015, included those either initiated by departments themselves or by external organisations with which departments have been involved.

Projects on transformation largely included capacity building initiatives aimed at bringing about greater equity/access in certain disciplines. Some important programmes here include:

- The Equity Development Programme, which consists of two parts: Structured support for black students (in the chartered accountancy stream) through SAICA's Thuthuka Bursary Fund (TBF) and support given to second- and third-year Bachelor of Accounting students, funded by FASSET (the Finance Seta).
- The University Upliftment Project, whereby the Department of Accountancy provides academic leadership support to the Universities of Limpopo and Venda and has entered into an agreement to do likewise for the Polytechnic of Namibia.
- The BCom extended degree programmes, which are supported by earmarked funding from the Department of Higher Education and Training (DHET), aimed at widening access to higher education by providing alternative admission and strong foundational academic development for almost 400 students (shared between the FEFS and FOM).
- The Old Mutual Investment Group of South Africa (OMIGSA) Imfundo Trust aimed at addressing the country's shortage of black investment professionals.

Projects relating to educational outreach largely included support for school learners and educators. Some key programmes here include:

- The Khula Weekend School (with De Beers Consolidated Mines Ltd) aimed at secondary school learners in the areas of commerce and science.
- Collaboration with the South African Foundation for Economic and Financial Education (SAFEFE) involving the training of teachers of economics.
- The UJ Educator Empowerment Initiative, a project undertaken by the Department of Accountancy, aimed at empowering Economic and Management Sciences (EMS) educators to provide informed and effective teaching in the classroom.
- A Tutor Initiative undertaken by the Department of Accountancy, involving UJ students tutoring learners in the Kliptown Youth Programme (KYP).

Key projects relating to charity included fundraising, collections and commitment of personal time by staff and students to various social activities.

## **STAKEHOLDER AND OTHER EXTERNAL ENGAGEMENTS**

Departments in the Faculty continued to manage their relationships with various key stakeholders closely in 2015. Stakeholders and the nature and extent of engagement with them, correspond largely with the academic foci of the Faculty's departments.

With profession-oriented education being a significant component of the Faculty's academic product, relationships with local and international professional bodies and employers are managed with diligence. The Faculty, through individual staff members and/or its departments, has also developed various links with other

organisations, regulatory bodies, education institutions and research entities. The Faculty has maintained its visibility in 2015 through several local and international affiliations in the areas of accountancy, finance and economics (see under Internationalisation below).

## MARKETING AND REPUTATION MANAGEMENT

The Faculty participated in a variety of institutionally or externally organised activities in 2015, aimed at prospective undergraduate applicants, such as mini open days, school visits, Perfect Life expos, UJ's Orange Carpet event, and the UJ Newsroom.

The Faculty (including its departments) also engaged in various initiatives of its own aimed at both marketing and reputation management. Initiatives in 2015 included the following: advertising in the print media aimed at product communication and brand management; the eighth issue of its internal magazine (FACE) specially compiled as a 10-year celebration of the Faculty; development of a range of marketing materials; updating of the Faculty web pages on the UJ website; and public lectures. The Faculty also gained exposure through its participation in the 2015 Nelson Mandela Youth Dialogue, which hosted an internationally renowned economist, Prof Thomas Piketty.

The goal set out in 2015 to engage more students via social media is being achieved. Faculty exposure was raised on social media through its Facebook page from under 300 to just below 1 000 people. This social media platform acts as a means of direct interaction between the Faculty and its students, thus making the Faculty more accessible to them.

## INTERNATIONALISATION

There are four core dimensions to the Faculty's international profile, viz. academic programmes, international affiliations, students, and staff. With regard to **academic programmes**, many of the qualifications offered by the Faculty are accredited or recognised by international professional bodies/councils, such as the Chartered Institute of Management Accountants (CIMA), the Financial Planning Institute (FPI) of Southern Africa, the Chartered Financial Analyst (CFA) Institute, the Association of Accounting Technicians (AAT), the International Economic Development Council (IEDC), the Chartered Institute for Securities and Investments (CISI), and the Association of Chartered Certified Accountants (ACCA). Although SAICA is a national professional body, an international dimension exists by virtue of the reciprocity agreements between itself and several foreign professional accounting bodies that allow South African candidates qualifying as chartered accountants to work in various other countries.

As far as **international affiliations** are concerned, the Faculty has collaboration agreements with the Centre for Operations Research and Econometrics (CORE) in Belgium; the South Western University of Finance and Economics (SWUFE) in China; the African Institute for Economic Development and Planning (IDEP), the Association for Corporate Treasurers in Southern Africa (ACTSA), and the University of Ohio. The Executive Dean, Prof Amanda Dempsey, is a committee member of the Consultative Advisory Group (CAG) of the International Accounting Education Standard Board (IAESB) of the International Federation of Accountants (IFAC).

Over and above formal international relations, the activities of the Faculty's two research centres, the Centre for Competition Regulation and Economic Development (CCRED) and the South African Accounting History Centre (SAAHC), have increased the Faculty's footprint in Africa.

FEFS enrolment of **international students** was at 5,3% of total enrolment in 2015, compared to 4,2% in 2014. The international enrolment ratio in respect of postgraduate enrolment in 2015 was 9,2% compared to 10,4% in 2014, while for undergraduate enrolment it was 4,6% compared to 3,3% for the same years. The proportion of international enrolment averaged at about 4,6% over the last five years and growth has been relatively slow. Measures are being undertaken to recruit more international students, particularly for postgraduate programmes. For example, staff members from the Department of Economics and Econometrics visited the Democratic

Republic of Congo (DRC) in 2014 and 2015 to recruit students for master's programmes. Furthermore, in order to ease the selection process, classes and entrance tests were conducted in the DRC. Such initiatives will in future be extended to other African countries and broadened to include other departments.

Staff members remain active in terms of presentations at international conferences, which help in raising the international visibility of the Faculty. Moreover, by the end of 2015, **International academic staff** accounted for 9% of total permanent and contract staff (15 out of 167), almost unchanged from 2014. The proportion of international staff five years ago (in 2011) was around 5%. The recent appointments of high profile international academics as distinguished visiting professors have also helped raise the international profile of the Faculty.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

### ***Human resources management: academic staff***

Full-time permanent and contract academic staff totalled 167 by the end of the 2015 academic year, compared to 164 at the end of 2014. The degree of stability in staffing is reflected in staff turnover. In 2015, there were 11 resignations of which 45% were black, and 14 appointments of which 64% were black and 21% international. Over the last five years, staff resignations and appointments averaged at 13 and 19 per year, respectively.

With regard to equity, despite the ongoing challenge the Faculty faces in attracting and/or retaining qualified black academics, it still managed to increase the share of permanent and contract black academic staff members from 39% in 2014 to 40,7% in 2015. Five years ago (in 2011), the ratio of black staff stood at 31,5%.

Female members accounted for 53% in 2015 compared to 52% in 2014. The Faculty Management Committee consisted of five white, one international and two black members implying an unchanged equity ratio of 25% in 2015.

In 2015, the proportion of staff with master's degrees (as their highest qualification) stood at 44,3%, and those with doctoral degrees (as the highest qualification) at 15,6%. Hence, the proportion of staff with qualifications below master's degrees was at 40,1%. It must be noted, that a significant proportion of the latter category entails those who hold professional titles, such as the chartered accountant designation.

The distribution in terms of academic posts in 2015 was as follows: 11 assistant lecturers, 52 lecturers, 84 senior lecturers, 10 associate professors, and 10 professors. The limited share of staff (12%) at professorial level imposes a major constraint on the capacity of the Faculty to provide supervision for postgraduate research, particularly at doctoral level.

### ***Human resource management: administrative staff***

Full-time administrative staff, comprising both permanent and contract employees, totalled 36,5% in 2015, up from 30,5% in 2014. With regard to equity, black employees represented 54,8% (20) of all permanent and contract staff and female members accounted for 73%.

## **FINANCIAL MANAGEMENT**

The total budget allocation for the Faculty in 2015 was approximately R156.1 million representing an increase of 4,9% on the 2014 budget of R148.8 million. In 2015, 101% of the budget was utilised, compared to 97% in 2014.

## **RISKS AND MANAGEMENT OF RISKS**

The Faculty reviewed and reduced the number of identified key risks from 23 in 2014 to 15 in 2015. Although, in some instances, the perceived effectiveness of mitigation strategies resulted in significantly lower residual risk assessments, in some cases the residual risk ratings remained medium to high, despite the adoption of specific controls. These are provided below, with the risk assessments before and after controls indicated within brackets:

- Enrolment management not successful (20, 20);
- Global excellence and stature (20, 16);
- Not meeting employment equity targets in the academic environment (20, 16);

- Security and safety of staff and students (16, 16);
- Academic leadership not effective (20, 12);
- Inability to effectively implement teaching, learning and assessment strategies (16, 12); and
- Student experience not good (or UJ not preferred) compared to competitor offerings (16, 12).

Generally, the root causes and potential consequences of risks were identified and evaluated in terms of their significance to each risk, and the extent to which mitigating strategies would be effective in reducing the risk. However, the above risks remain a concern to the Faculty and will be monitored very closely. The risks will be reviewed in 2016 in terms of their persistence, the effectiveness of mitigation measures and the identification of new strategies.

## **ENVIRONMENTAL SUSTAINABILITY**

The core academic activities of the Faculty do not directly impact the environment. However, the Faculty fully aligns itself with the institution's goals regarding the environment and embraces the campaign to 're-use, reduce and recycle'. FEFS continued (as in the past) to encourage certain practices that are considered important for sustaining the environment: the use of laptops during meetings thereby minimising the use of paper; uLink as a means of engagement with students; recycling facilities for used paper; and avoiding unnecessary usage of lights and air conditioners. A decision was taken in 2015 to significantly reduce the printing of study guides and other learning material and to rather make them available on uLink from 2016. The use of handheld devices and related technology by students has also contributed significantly to a reduced need for printed material.

## **LEADERSHIP**

Academic leadership in the Faculty is essentially provided by the Executive Dean, Vice-Dean and the Heads of the four departments. The Executive Dean contributes to the institutional leadership through her role as a member of the University's Executive Leadership Group (ELG); Senex; Senate; and various other committees and structures. She is supported by the Vice-Dean, who also participates in various committees and structures that are expected to provide leadership in different sub-environments of the University. The Executive Dean and members of her leadership team play significant leadership roles outside of the University in various structures, involving government, business, related professions, and the broader academic community.

## **CONCLUSION AND WAY FORWARD**

Following the high-level international reviews of FEFS and FOM in 2014, the University Top Management started a process of engagement on a possible realignment/restructuring of the two faculties. This engagement, as indicated earlier, revolved largely around the prospect of establishing a business school at the UJ. The notion of a business school emerged as a recommendation from the review of the FOM. It was recommended that the FOM becomes a business school, with the name "Johannesburg Business School". The proposed organisational structure accompanying the recommendation called for a realignment of the existing structure of the two commerce faculties in the University, which would see Accounting and Finance move to the business school. This prompted much discussion in 2015 by the Management of the University and the two deans of the affected faculties.

The deans of both faculties were commissioned to undertake research and present proposals to Top Management. The respective faculty boards were consulted and feedback was accordingly presented to Top Management. Discussions continue in 2016.

Notwithstanding the above-mentioned discussions, the following areas are growing/emerging as important intellectual hubs within the Faculty:

- Accounting education, with a professional orientation;
- Education and research in competition, regulation and economic development;
- Education and research in industrial development and policy; and
- Education and research in quantitative finance and related areas.

Other areas continue to be critical components of the Faculty's distinctive academic product and scholarly pursuit in the academic domain of economic and financial education. These include: financial economics, investment management, financial management, financial planning, and financial services.

A handwritten signature in black ink, reading "ADempsey". The signature is stylized, with a large, looped "A" and a cursive "Dempsey".

**Amanda Dempsey (Prof)**

Executive Dean: Faculty of Economic and Financial Sciences



# FACULTY OF EDUCATION

## STRATEGIC DIRECTION OF THE FACULTY

The various activities of the Faculty of Education in 2015 bear testimony to it actively pursuing its vision of “dynamically generating knowledge for 21st century education” in South Africa and beyond. This vision also encompasses the Faculty’s quest towards global excellence.

The Faculty Strategic Committee met twice during 2015 to explore Faculty priorities and initiatives related to the core strategic goal of the University, namely “Global Excellence and Stature”. Priorities related to this strategic goal include broadening the Faculty’s international footprint and offering of selected postgraduate programmes online. The work related to the latter commenced in 2015. A specific initiative related to internationalising of research was the appointment of distinguished visiting professors.

In addition to the two distinguished visiting professors whose appointments were approved in 2014, namely Prof Annemarie Fritz-Stratmann (University of Duisberg-Essen) and Prof Elias Mpofu (University of Sydney), the appointments of Prof Catherine Snow (Harvard University), Prof Bruce Mac Farlane (University of Southampton) and Prof N’Dri Assie Lumbumba (Cornel University) were approved in 2015.

Part of the Faculty’s global excellence drive is to bolster the flagship programme in childhood education. Two of the distinguished visiting professors, Prof Annemarie Fritz-Stratmann and Prof Catherine Snow, were appointed in this programme. Two visiting professors from the University of Helsinki, Prof Jari Lavonen and Prof Pirjo Aunio, also worked in childhood education and they were involved in externally funded projects coordinated by the Centre for Education Practice Research (CEPR). This Centre is affiliated to the Department of Childhood Education. In 2015, the Faculty was also able to attract substantial development funding related to childhood education’s work with the University teaching school, the Funda UJabule School.

## OPERATING CONTEXT

### ***Campuses***

The Faculty offers academic programmes on two campuses, namely the Soweto Campus, where the office of the Executive Dean is situated, and on the Auckland Park Kingsway Campus. The Centre for Education Rights and Transformation (CERT), a research centre, is situated in the research village on the Auckland Park Bunting Road Campus. In addition, in 2015 the Faculty continued with offering a degree programme in Foundation Phase Teaching at the Teacher Education Campus, Siyabuswa, a campus of the University of Mpumalanga.

### ***Soweto Campus (SWC)***

Three academic departments are housed on the SWC, namely Educational Psychology, Education Leadership and Management and Childhood Education. The Campus is also the home of the CEPR.

A hallmark of the postgraduate Educational Psychology programmes offered at the Soweto Campus is their focus on community psychology, with the specific brief of therapy and counselling at grassroots level. These programmes attract large numbers of students. The demand is usually more than can be accommodated.

Childhood Education was identified as a UJ flagship programme area in 2014. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The Funda UJabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of the Department of Childhood Education and the CEPR. It is a public school, but also a research and teaching school. The students in the BEd in Foundation Phase Teaching and Intermediate Phase Teaching participate in classroom activities, learning about the practice of teaching in the school. The school also serves as an “education laboratory” that is unique in South Africa.

The CEPR is located within walking distance from the university teaching school, which also serves as one of the main research sites of the Centre. The CEPR has four main areas of work, which include research, journal publication, teacher development and research capacity development. Researchers participate as collaborators from the Department of Childhood Education. Research projects focus mainly on learning and conceptual development in the childhood years; language and learning in the foundation phase; mathematical cognition; science concept development in the primary school years (Grade 1-7); reading of science texts in the middle school years (Grade 4-7) and academic language competence in the middle school years. Another research focus is teacher education at teaching schools.

The Department of Education Leadership and Management (DELM) offers postgraduate programmes at the SWC. These programmes are particularly popular with school leaders (heads of departments, deputy principals and principals). In addition, the DELM serves as the custodian of the Education Leadership Institute (ELI).

### ***The Auckland Park Kingsway Campus (APK)***

Though the Departments of Educational Psychology and Education Leadership and Management are officially situated on the SWC, these Departments also have staff members on the APK Campus. Two Departments are situated on the APK Campus, namely Education and Curriculum Studies and Science and Technology Education. The focus of the undergraduate programmes at the APK Campus is mainly secondary school teacher education. Postgraduate programmes straddle many areas of learning and research. Science education is one of the strongest programmes at this site. Higher education as a field of study is also gaining prominence with foci on higher education policy and leadership and the scholarship of teaching and learning.

### ***Auckland Park Bunting Road Campus (APB)***

The Centre for Education Rights and Transformation (CERT) is housed in the research village at the APB. The imperative of the CERT, as stated in its charter, is to “make a positive contribution to knowledge creation and social transformation” and to create synergy between scholarship, social action and community outreach.

### ***Siyabuswa***

The Bachelor of Education in Foundation Phase teaching at Siyabuswa was in its third year of offering in 2015. This programme is a collaborative initiative of UJ and the University of Mpumalanga (UMP). The first cohort (2013) consisted of 99 students. This cohort will graduate as UJ students. Subsequent cohorts are registered with the UMP. The programme will be taken over by the UMP in 2017.

A substantive grant from USAID/Elma Foundations was awarded to the Faculty in 2014 to establish the first Centre for African Languages Teaching at Siyabuswa. This Centre will be a UJ initiative for three years. Thereafter, it will be taken over by the UMP.

### ***Faculty governance and quality assurance***

The Faculty of Education Leadership and Management Committee (FELMC) consisting of the Executive Dean, Vice-Dean, Heads of Departments and Head of Faculty Administration met twice a month during 2015. The main purpose of the FELMC is to provide leadership and management with regard to the execution of the Faculty's vision, values and strategy, as well as quality assurance measures. The FELMC also serves as an immediate consultation/sounding board for the Executive Dean when necessary.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks be coordinated cross-functionally. Consequently, Faculty focus groups and committees play an important role. The purpose of the focus groups is to oversee quality enhancement in matters related to teaching and learning in the Faculty's initial teacher education programmes. These programmes are offered cross-departmentally. The focus groups report to the Teaching and Learning Committee. In addition, the following committees were functional in 2015: Academic Ethics Committee, Research Funding Committee, Higher Degrees Committee, Teaching and Learning Committee and Faculty Strategic Committee.

The main risk identified in 2014, namely enrolment planning and management, remained in 2015. This is due to the phasing out of existing education qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment.

## RESEARCH

The Faculty's research, conducted in academic departments, the CEPR, the CERT, NRF Chairs and the Chair in the Scholarship of Teaching and Learning, is aimed ultimately at enriching and transforming the practice of education. Childhood education and teacher education are particular strengths. The Faculty is a leader in the country in research on primary school teacher education with the "teaching school" initiative at the SWC a unique example of practice-based teacher education. The teaching school research is conducted in partnership with the University of Helsinki. The research conducted under the leadership of Prof Elizabeth Henning, in the field of Childhood Education, was recognised at the end of 2015 with a National Research Foundation (NRF) SA Research Chair awarded to Prof Henning. The SA Research Chair in Education and Care, with Prof Jace Pillay as Chair holder, testifies to the status of research on vulnerable children in the school sector. Science education and research in educational support for children and youth who struggle are other prominent research areas in the Faculty. Research in higher education as a field of study is an emerging strength.

The Faculty's research output has increased notably during the past few years. In 2015, the Faculty produced 103.21 research units comprising articles in accredited journals, research-based books and conference proceedings (83.11 research units were produced in 2014, 63.63 in 2013 and 62.88 in 2012).

The numerous externally funded research projects in 2015 bear further testimony to the vibrant research culture that has developed in the Faculty. Funders included the National Research Foundation (several projects), the Department of Higher Education and Training, the Foundation for Human Rights, the Rosa Luxembourg Foundation, the Education Policy Consortium, Ford Foundation, Hewlett Packard Company and the Zenex Foundation.

In 2015, the following academics were NRF-rated researchers in the field of education: Professors Jace Pillay, Chris Myburgh, Elizabeth Henning, Linda Chisholm, Brenda Leibowitz, Raj Mestry, Umesh Ramnarain, Shireen Motala and Juliet Perumal. Three more ratings were announced at the end of 2015, namely those of Professors Gert van der Westhuizen, Nadine Petersen and Salim Vally.

The Faculty serves the education research community through two accredited research journals, namely *Education as Change* (linked to the CERT) and the *SA Journal of Childhood Education* (linked to the CEPR).

## STAFF PROFILE

In 2015, the Faculty had 67 full-time permanent academic staff members (including the Executive Dean), the same as in 2014. The number of administration and support staff was 22 in 2015, also the same as in 2014.

A total of 76% (n=51) of academic staff held doctoral degrees in 2015. The profile in terms of level of academic appointments was as follows: 1 assistant lecturer (2%); 25 lecturers (37%); 16 senior lecturers (24%); 9 associate professors (13%) and 16 professors (24%).

The profile in terms of equity reporting was 49% (n=33) designated (excluding white women) and 51% (n=34) non-designated, including international staff (n=3). The gender profile in 2014 was male: 52% (n=35) and female 48% (n=32).

## **STUDENT PROFILE AND STUDENT SUCCESS AND EXPERIENCE**

### ***Student profile***

A total of 3 954 students were enrolled in 2015, of whom 3 241 were undergraduate (82%) and 713 were postgraduate students (18%), compared to the 2014 enrolment of 3 092 (79,7%) undergraduates and 788 (20,3%) postgraduates. The decline in the postgraduate enrolments is due to the fact that the Postgraduate Certificate in Education (PGCE) has been reclassified as an undergraduate programme. Thus, the PGCE numbers were included in the undergraduate enrolment figures in 2015.

The enrolment in the Bachelor of Education Honours degree has increased from 262 in 2014 to 366 in 2015. Enrolments in the master's degree increased from 175 in 2014 to 190 in 2015 with the doctoral programmes also increasing in 2015 (n=126) compared to an enrolment of 119 in 2014.

First-time entering undergraduate degree enrolments increased slightly to 770 in 2015 compared to 763 in 2014. Enrolments of first-time entering undergraduate degree students have been fluctuating over the last five years with a decline in 2011 (n=958), 2012 (n=650) and 2013 (n=578), but an increase in 2014 (n=763) and 2015 (n=770).

Enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE qualifications, remained stable between 2015 (n=3 131) and 2014 (n=3 159). In 2015, enrolments in the ITE programmes represented 79,1% of total enrolments.

In 2015, the student profile in terms of demographics was: black African 80%; Coloured 4% Indian: 5% and white: 11%; and compared to the 2014 profile of black African: 78%; Coloured: 4%; Indian: 5% and white: 13%.

The academic performance of students was generally satisfactory. The course (module) faculty success rate remained stable – 88,3% in 2014 and 88,2% in 2015. A five-year perspective shows that the overall course faculty success rate has generally shown an upward trend since 2011.

The course success rate for the undergraduate degree (BEd) increased from 89,4% in 2014 to 91,2% in 2015. This increase was mainly due to improved throughput in some of the modules with large student numbers and the increase in the first-time entering undergraduate course faculty success rate from 83,5% in 2014 to 88,5% in 2014. From 2011 the course faculty success rate has fluctuated with the course faculty success rate the lowest in 2011 (75,5%) and the highest in 2015 (88,5%).

### ***Academic support and student performance***

In 2015, 194 tutors provided learning support to students in 149 modules in the Faculty's undergraduate programmes. A total of 35 senior tutors were appointed to work closely with the module lecturers in coordinating and managing modules with large student numbers. They mentored and advised tutors, assisted with identifying and supporting underperforming students, provided web-based learning support and assisted academic staff with assessment.

Tutors attended various training sessions to equip them with the required skills to assist students with writing support and study skills and to provide additional support to at-risk students. These training sessions also served to enable tutors to cope with their own studies, while they were tending to the various needs of students that they tutor. The tutor coordinator tabled a monthly report at focus group meetings, providing feedback on all aspects pertaining to tutor support.

The Faculty has a strong First Year Experience (FYE) programme. All academics teaching first-year students participated in the FYE Focus Group. The FYE Focus Group met twice per term, and worked on strategies to ensure the successful integration of students in the Faculty, with many of them being first-generation students.

The commitment of the Faculty to supporting the academic progress and well-being of first-year students is also evident in the excursion for first-year students. The excursion aims at improving socialisation of students into the university culture. It also affords students the opportunity to form support groups, and staff interact with

students on a more personal level in an informal environment. The excursion is underpinned by a strong social justice ethos, and citizenship education is also foregrounded.

The Faculty was also involved in supporting postgraduate students. A research capacity development programme was offered on Friday afternoons and on Saturdays from February until May 2015. The programme incorporated 40 research related themes, which were facilitated by Faculty academics and staff members from support divisions such as the Library and Information Centre, the Academic Writing Centre, the Postgraduate Centre, the Statistical Consultation Centre and the Research and Innovation Division.

### ***Enriching the student experience through international exposure***

The Memorandum of Understanding between UJ and Georgia State University (GSU), Atlanta in the USA affords fourth-year BEd and PGCE students the opportunity to observe teaching and learning in schools in Atlanta as part fulfilment of the school experience (practicum) requirements of the programme. Twenty students and one staff member spent two weeks in Atlanta in 2015. In addition to the school visits, they were exposed to an extensive academic programme, which included lectures, presentations, panel discussions and demonstrations.

Under the leadership of Prof Juliet Perumal, in November 2015, 16 master's and doctoral students participated in a seminar at Vrije University, Amsterdam as part of the South African Vrije University Strategic Alliance (SAVUSA), and then proceeded to Seville, Spain, to present papers at the ICERI 2015 Conference.

## **DEVELOPMENT OF NEW ACADEMIC PROGRAMMES**

Since 2011, the Faculty has been involved in the design of academic programmes aligned to the new Teacher Education Qualifications Policy promulgated in 2011. Initially the focus was mainly on the redesign of the Faculty's initial teacher education programmes.

The following postgraduate programmes were approved and accredited by the Higher Education Quality Committee (HEQC) of the Council for Higher Education (CHE) in 2015:

- Bachelor of Honours in Childhood Education
- Bachelor of Honours in Education Leadership and Management
- Bachelor of Honours in Language Literacies and Literature
- Bachelor of Honours in Educational Psychology
- Postgraduate Diploma in Inclusive Education
- Postgraduate Diploma in Education Leadership and Management
- Postgraduate Diploma in Higher Education
- Advanced Diploma in Science Education
- Advanced Diploma in Computer Applications Technology Education

The following programmes were approved and accredited with short-term conditions in 2015:

- Bachelor of Education Honours in Curriculum
- Advanced Diploma in Technology Education
- Postgraduate Diploma in Education
- Bachelor of Education Honours in Science and Technology Education

The Diploma in Grade R Teaching was submitted to the HEQC for accreditation in 2015.

In line with the Faculty's initiative to get involved in online delivery of selected programmes, two new programmes were developed and approved by the Senate in 2015, namely the online (distance) Master's of Education (MEd) in Information Communication Technology Education and the MEd in Educational Management. These programmes were submitted to the Department of Higher Education and Training for Programme Qualification Mix (PQM) clearance. Both the Postgraduate Diploma in Inclusive Education and the Advanced Diploma in Remedial Education were developed for online offering and will be submitted for PQM clearance and accreditation in 2016.

## **COMMUNITY ENGAGEMENT, PUBLIC ENGAGEMENTS, ALUMNI AND BRANDING**

### ***Service learning as community engagement***

The Faculty defines community engagement as initiatives through which the expertise of the Faculty (both staff and students) in relation to teaching, learning, and/or research is employed to address issues relevant to the community, in a reciprocally beneficial partnership. Through community partnerships, service learning opportunities are provided to students with a view to foster a sense of social responsibility, while simultaneously preparing them to become educational practitioners who are able to support and nurture learning and development in diverse educational contexts.

The Faculty's service learning initiative involves partner schools and community organisations and includes BEd and PGCE students on the APK Campus. The Faculty's community partners are Elands Park Primary, Westbury High, Piet van Vuuren Primary, Vorentoe High, UJ Metropolitan Academy, Johannesburg Secondary, Sparrow Foundation, Sparrow Combined, Hope School, Kingsway Centre for Concern, New Nation Secondary, Unified Comprehensive, Coronationville High, Leigh Mathews Trauma Centre, Thandulwazi Trust, Dowling Street Primary, Laerskool Jim Fouche, Laerskool Generaal Christiaan de Wet, Masimambane College, Tebogo Trust and Tomorrow Trust. PGCE students were given the choice of either finding their own schools and organisations or providing service learning at the partner schools. In addition, third-year BEd Methodology and Practicum Senior and FET phase students participated in tutoring learners in high schools. The Accounting, Economics and Business Studies Methodology staff reported that this service-learning activity was a resounding success.

Service learning is also infused into the Intermediate Phase (IP) and Foundation Phase (FP) teacher education programmes at the SWC. The service learning activities are linked to the Funda UJabule School. In the first year of the FP programme, the service learning is related to the modules aimed at students' professional development and it includes a sports day for the learners organised by the students. In the second year, the service learning is infused in Education Studies. With the focus on the development of young children, in 2015, the service learning activities had a dance and movement focus. In the third year, the service learning activities find expression in a storytelling festival and fourth-year students write and enact short plays for the Funda UJabule learners.

Service learning is also integral to the IP programme. In 2015, the first-year students ran a food gardening project with the Grade 4 learners at the Funda UJabule School. Students created a vertical garden using recyclable materials and they taught the learners about starting and managing a food garden. A few months later, a day was set aside for harvesting the vegetables and students and learners enjoyed a picnic together to celebrate the success of their project. This successful project is supported by the Oppenheimer Memorial Trust. The second-year students designed a museum and gallery walk to teach the Grade 5 learners about influential historical figures in South African history. They focused especially on those figures whose names grace the venues on the Soweto Campus, such as Robert Sobukwe.

At postgraduate level, the MEd Educational Psychology students are involved in service learning through the first-year excursion, where they provide support to first-year students.

### ***UJ associated schools***

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). The school once again obtained excellent matric results – a 100% pass rate (95 learners) with 95,8% learners attaining bachelor's endorsement and 3,2% diploma endorsement. A total of 120 distinctions were obtained with one learner obtaining eight distinctions, and another learner obtaining seven distinctions.

The Faculty is involved in several ways at UJMA. BEd and PGCE students do work-integrated and service learning at the school. In addition, the Faculty was involved in the offering of Life Sciences in the Further Education and Training (FET) band at UJMA. Learners were taught by final year pre-service (BEd and PGCE) student teachers. The Japanese lesson study model formed the basis of this, implying that students worked in teams to continuously refine their lessons and teaching skills. Faculty staff members were involved as mentors.

The Hewlett Packard National Education Technology Assessment (HP NETa) project was implemented at the UJMA under the leadership of Dr Jacqueline Batchelor. This project explores how HP technologies and associated Information and Communication Technology (ICT) services can support and transform teaching and learning. It also compelled teachers to reflect deeply on their approach to teaching and learning.

Postgraduate students in Educational Psychology assisted the UJMA with the selection of learners into Grade 8 who have the potential to excel in mathematics and science. The students also assisted with the career assessment of Grade 11 learners in the school.

The Funda UJabule School on the Soweto Campus is not only used for teacher training, but also serves the surrounding community in terms of primary school education. Placement in the school is highly sought after. Furthermore, the school aims to become a development hub for other selected schools in the area. A milestone event in the development history of the school was a highly successful breakaway in November 2015, involving the Funda UJabule school staff and the academic staff of the Department of Childhood Education. The aim of the breakaway was to arrive at a development plan for the school (2016 to 2018) and to strengthen the collaboration between school and academic staff to enable optimum learning opportunities for student teachers.

### **Public engagements, branding and alumni**

Public engagements consisted mainly of education conversations, public lectures and public seminars.

- Six "Teachers Upfront" seminars were co-hosted by the UJ Faculty of Education, Wits School of Education, Bridge Foundation, Sci-Bono Discovery Centre and the *Mail & Guardian* newspaper. The *Mail & Guardian* published articles on all the conversations.
- A series of seminars were presented under the auspices of the Scholarship of Teaching and Learning Chair.
- A "Research Networking in African Universities beyond the 21st century" conference, which was hosted by Prof Cross, was attended by participants from local institutions and university representatives from various other African countries, including Senegal, Tanzania, Kenya and Uganda.
- The Department of Childhood Education and the Centre for Education Practice Research hosted a week long Winter School with the theme "Teaching English and Mathematics in the primary school".
- The Faculty together with the Departments of Basic Education and Higher Education and Training hosted a colloquium on "Developing professional teachers" at the Funda UJabule School. The guest speaker was the world renowned scholar in teacher education, Dr Linda Darling-Hammond.
- In addition, numerous public lectures and public seminars were hosted by the Faculty, some delivered by visiting professors.

One of the highlights of the year was the official opening of the new facilities at the Funda UJabule School on 20 August 2015. The facilities were opened by the Vice-Chancellor, Prof Ihron Rensburg. Messages were delivered by funders and supporters – Ms Gail Campbell (Zenex Foundation), Ms Clare Digby (Oppenheimer Memorial Trust), Ms Vuyiswa Ncontsa (Elma Foundation), Mr Graham de Vries (MTN), Ms Charlotte Shirindi (Gauteng Department of Education), Ms Cheryl Anderson (USAID), Dr Whitty Green (Department of Higher Education and Training) and Ambassador Roeland van de Geer (European Union).

The Faculty newsletter, *Edubrief*, was published four times. Faculty staff regularly commented in the media – newspapers, radio and television – on education issues, and Faculty achievements were reported widely in newspapers and other forums. The Faculty also strengthened its relationship with alumni. Two alumni affinity groups were active in the Departments of Educational Psychology and in Education Leadership and Management.

### **SPECIAL ACHIEVEMENTS OF STAFF**

- Prof Lara Ragpot received a commendation from the Higher Education Learning and Teaching Association of Southern Africa (HELTASA) for her teaching portfolio.
- The Comparative International Education Society awarded Prof Juliet Perumal the Joyce Cain Award for outstanding research on people of African descent for her article: Pedagogy of Refuge: Education in a time of dispossession. The article was published in the journal: *Race Ethnicity and Education*.



- Prof Umesh Ramnarain was awarded best paper at the International Science Education and Teaching Conference (ISET) in Thailand (2015) for his paper “Exploring the influence of school management on the achievement goal orientation of Grade 10 South African Physical Sciences learners at township schools”.
- Dr Macalane Malindi was awarded the Education Association of South Africa Emerging Researcher Medal in recognition of his outstanding contribution and promotion of the scientific status of education within the first eight years of his entrance to academia.
- The research conducted under the leadership of Prof Elizabeth Henning in the field of Childhood Education was recognised with a SA Research Chair that was awarded to Prof Henning. The Chair will focus on Integrated Studies of Learning Language, Science and Mathematics in the Primary School.

## **THE WAY FORWARD**

The high dropout rate at both undergraduate and postgraduate level, managing enrolments and retaining highly sought after staff members will remain challenges.

The Faculty is of the view that global excellence is first and foremost predicated upon local niches and strengths. Such strengths would be internationally acknowledged because of their contextual excellence, which allows for transportability to other contexts. To this end, it is important that some of our work is done in collaboration with international partners and that research findings be disseminated widely, at conferences and in networks, and in leading journals across the globe. This will remain a priority for the Faculty.

Other priorities that remain are online offering of selected programmes, thereby making these programmes also accessible to international students, and joint postgraduate programmes with international partners.



**Sarah Gravett (Prof)**

Executive Dean: Faculty of Education

# FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

The Faculty of Engineering and the Built Environment (FEBE) is the fourth largest contact Engineering Faculty in South Africa and produces the largest number of graduates of all Faculties of Engineering and the Built Environment in South Africa. As a result of the size of FEBE, its strategic location in the Gauteng Province and the comprehensive nature of the programmes it offers, the Faculty is well positioned to play an important role in the development of human capital and relevant knowledge. Due to the historical location of the different programmes, the Faculty is largely located on the Doornfontein (DFC) and Kingsway (APK) Campuses.

The Faculty is organised into five Schools, namely: School of Electrical Engineering, School of Mechanical and Industrial Engineering, School of Civil Engineering and the Built Environment, School of Mining, Metallurgy and Chemical Engineering, and the newly formed Postgraduate School of Engineering Management. Through the various schools, twelve academic departments, five research centres and two technology stations are supported.

The School structure fosters multidisciplinary research and teaching, integrating technology with science and similar disciplines to exploit the economies of scale; facilitates the optimal usage of the Doornfontein and Auckland Park Campuses to form one united Faculty; aligns management structures with operational and administrative functions; and articulates students between programmes. Heads of Schools are tasked with strategic oversight, research development, resource sharing and staff development.

The School of Electrical Engineering comprises the Departments: Electrical Engineering Technology and Electrical and Electronic Engineering Science. The School of Civil Engineering and the Built Environment comprises the Departments: Civil Engineering Science, Civil Engineering Technology, Construction Management and Quantity Surveying, and Town and Regional Planning. The School of Mechanical and Industrial Engineering comprises the Departments: Mechanical Engineering Science, Mechanical and Industrial Engineering Technology, and Quality and Operations Management. The School of Mining, Metallurgy and Chemical Engineering (SMMCE) comprises the Departments: Mining Engineering and Mine Surveying, Metallurgy, and Chemical Engineering. The 2009 Senate decision to merge the Departments: Mining Engineering and Mine Surveying was finally implemented at the end of 2015.

In 2015, the Institute of Intelligent Systems (IIS) was constituted, to be hosted by FEBE. The inter- and cross-disciplinary institute aims to be a globally competitive, amenable and adaptable body that contributes towards the leading global universities in the field of Artificial and Systems Intelligence, Cognitive Computing, Data Science, Data Engineering and Continuous Engineering. It is against this backdrop that the UJ IIS will moot strategic collaborations for exchange programmes, research collaborations and potential collaborations with the top ten USA, top three UK, and top BRIC universities that specialise in Artificial and Systems Intelligence, Cognitive Computing, Data Science, Data Engineering and Continuous Engineering.

The year 2015 also saw the return of the Metal Casting Technology Station (MCTS) and Process, Energy and Environmental Technology Station (PEETS) reporting directly to the Faculty. Both technology stations are funded by the Technology Innovation Agency (TIA).

### ***Governance structures and quality management***

The Faculty is led by the Executive Dean, and supported by two Vice-Deans and five Heads of Schools. Opportunities for co-operation and collaboration across the technology and science programmes are provided through the school structure and are facilitated by the Head of School. The Heads of Schools are also responsible for facilitating the Staff Qualifications Project in the Faculty and ensuring that adequate supervision is available, including finding ways of incorporating staff members into established research groups. The establishment of the School system has reduced the number of meetings attended by the Heads of Departments (HODs). This has allowed the HODs to focus on undergraduate programme quality and student support.

To *effectively* manage a number of cross-cutting functions, the Faculty is supported by the Faculty Executive Committee (Faculty ExCo), the Faculty Research Committee (FRC), Faculty Higher Degrees Committee (FHDC), Faculty Engineering Science Programme Committee (ESPC) and Faculty Technology Programme Committee (TPC). To jointly support the FHDC and FRC, a Faculty Ethics and Plagiarism Committee was also chartered and constituted in 2015. Each committee is supported by Heads of School, or designates, and the Executive Dean co-opts individuals depending on the topics being discussed. Strategic matters from the ESPC, FHDC, TPC and FRC are discussed by the Faculty ExCo. Minutes of all Faculty committees are appended “for noting” or “for discussion” to a future Faculty board’s agenda. Where agenda items affect other faculties, items are appropriately passed through channels or committees of the relevant faculty.

The charter of each programme or research committee takes note of the quality assurance oversight function. A number of academic departments tend to have their own academic programme committees. The Vice-Dean: Teaching and Learning provides connectivity between academic programme committees and the Unit for Quality Promotion of UJ and the Senate Teaching and Learning Committee (STLC). The Vice-Dean: Postgraduate Studies, Research and Innovation provides similar connectivity to the Postgraduate Centre (PGC), University Research Committee (URC) and the Senate Higher Degrees Committee (SHDC). The innovation component relates to the Faculty’s desire to support its technology stations and generation of Small, Medium and Micro-sized Enterprises (SMMEs). A number of research groups associate with each academic department.

The following accreditation agencies support the Faculty: For Engineering and Engineering Technology Programmes, the Engineering Council of South Africa (ECSA); for Town and Regional Planning, the South African Council for Planners (SACPLAN); for Mining Surveying, the South African Council for Professional and Technical Surveyors (PLATO); for Construction Management, the South African Council for Project and Construction Management Professions (SACPCMP) and the South African Council for the Quantity Surveying Profession (SACQSP). Programmes in the Department of Quality and Operations Management are not subject to accreditation by professional bodies – however, the programmes are quality assured through internal processes established via the UJ Unit for Quality Promotion.

During the latter part of 2015, the following accreditation visits took place:

- South African Council for the Quantity Surveying Profession (SACQSP)
- South African Council for Planners (SACPLAN)

In October 2015, the Faculty also underwent a robust Mock ECSA Accreditation exercise in preparation for the actual visit on 1-2 August 2016. In conjunction with this, postgraduate programmes were reviewed, external to the Faculty in the first half of 2015 as scheduled, providing ample input for continued quality-driven improvements with regard to postgraduate offerings.

### ***Faculty Risk Register***

The Faculty has a comprehensive approach to risk management and retains consideration of risk as a standing item on the Faculty ExCo agenda. Significant risks are raised to the Risk Management Committee. There are also a process and an appointed coordinator to support organisational resilience.

The following risks were identified in 2015 along with mitigation strategies in place to circumvent recurring risk.

- Recruitment and retention of equity staff
- Management of poor staff performance
- Succession planning
- Over-reliance on part-time staff
- Potential loss of professional body accreditation
- Funding and implementation of new Bachelor of Engineering Technology degrees
- Lack of resources to sustain and grow research output
- Lack of security of physical assets
- Opportunity to significantly improve the management of short learning programmes (SLPs)

## **STRATEGIC FOCUS AND TARGETS**

### ***Objective 1: Excellence in Research and Innovation***

In 2015, excellence in research and innovation was achieved through a focused approach to postgraduate studies, research and innovation. The aim was to attract outstanding graduates from diverse backgrounds into our postgraduate programmes, by offering a range of innovative programmes characterised by the highest level of scholarship and rigour that incorporate into the curriculum cutting edge research developments. In order to improve the progress of postgraduate students, online progress monitoring was implemented and, where necessary, supportive interventions were proposed through Heads of Schools.

Postgraduate students have enhanced the Faculty's quest towards knowledge production. The quest aligns to UJ strategic objectives: (1) excellence in research and innovation, (2) excellence in teaching and learning, and (3) international profile for global excellence and stature.

In this regard, FEBE at UJ serves as home to some 868 master's and doctoral students based on figures for 2015. These students originate from South Africa, regionally and internationally. With the goal of developing the stature of research and innovation, active strategies to support PDRFs and emerging researchers have been implemented. The Faculty is also home to 15 rated researchers.

The following research centres are also housed within the Faculty:

- Hypervision Research Group
- Centre for Telecommunications
- Mineral Processing and Technology Research Centre
- Composite Materials Research Group
- Photonics Research Group
- Sustainable Energy Technology and Research Centre

The Faculty has also promoted the culture of innovation and entrepreneurship by providing a stimulating and supportive environment, especially in its technology stations, for problem solving research projects that can be commercialised, and applied technology-driven research and development with the potential to lead to patents and technology transfer.

### ***Objective 2: Excellence in Teaching and Learning***

Excellence in teaching and learning was achieved through maintaining an appropriate enrolment profile, offering intellectually rigorous curricula that responded innovatively to the challenges of the 21st century, promoting outstanding achievements by the full range of our highly diverse student body, and establishing pre-eminence and stature as a teaching-focused Faculty and institution.

The enrolment profile of 2015 shows increasing growth in Science, Engineering and Technology (SET) fields, while maintaining significant proportions of enrolment across all the other primary disciplinary areas, with an emphasis on enrolment of outstanding students from diverse backgrounds (a significant proportion of international students, and a significant number of students from schools in the lowest two quintiles). FEBE offers

a mix of strong, leading-edge, technology-driven programmes, professional and general formative programmes, some of which have an inter-disciplinary and multi-disciplinary character, while some are developed to the eminence of flagship status.

In addition to the aforementioned accreditation milestones, the Faculty also reviewed high priority modules. FEBE also aimed to achieve excellent student success rates, improved retention and finally develop teaching as a scholarly activity. As one of the strategies to achieve excellence in teaching and learning, the Faculty continued to review modules with lower success rates. A number of tutors, senior tutors, and assistant lecturers were added to the Faculty's teaching complement, to provide additional support to undergraduate students. Several workshops were conducted in FEBE to enhance a reflective approach to teaching, with evidence being captured by way of teaching portfolios.

The Faculty also continues to upgrade its undergraduate teaching laboratories on both campuses (APK and DFC). First-time entering students were required to have tablets or laptops so that they could have immediate and efficient access to assignments, timetables, marks, module guides, ebooks and other study and administrative requirements. To support this initiative, the Faculty encouraged staff members to prescribe ebooks.

### ***Objective 3: International Profile for Global Excellence and Stature (GES)***

International Profile for Global Excellence and Stature has been achieved through the recruitment of international students and staff, study abroad programmes (inbound and outbound), and strategic institutional partnerships. The aim has been to have an increased proportion of undergraduate and postgraduate international students through focused recruitment from Africa, the BRIC nations, Asia, the Americas, Australasia and Europe. A strategic drive in 2015 intended to increase the number and stature of our partnerships with universities, selected United Nations agencies, the African Union and various embassies to secure funding and facilitate the offering of joint degrees, executive short learning programmes and the establishment of a Global Policy Institute for Africa or Leadership School.

There are some 52 international staff members (of a faculty total of 154 academics), all holding master's or doctoral qualifications (as at 4 January 2016). Recruitment strategies aimed to target international academics of stature and postdoctoral and other fellows, while for students, structured inbound study abroad programmes are a significant feature of our offerings. In 2015, the Faculty enrolled around 470 international or regional undergraduate students and 164 international postgraduate students, providing for 6% international students at undergraduate level and 22% at postgraduate level.

In April 2015, in collaboration with IEEE (along with an edX partnership), the Faculty held a workshop on developing massive open-online courses (MOOCs). MOOCs are recognised as a platform for delivering SLPs and, in future, academic programmes. A separate grant of R1.7 million was obtained for developing MOOCs, starting with programmes in engineering management, and also other modules that are considered as "high-impact" (challenging throughput at the undergraduate level). The offering of MOOCs would have the aim both to increase the Faculty's exposure, and to generate third-stream income. Some challenges to this approach have included time-consuming video set-up and familiarity. The lack of institutional policies regarding online/distance learning at the time, has forced the Faculty to adopt an experimental approach. However, the success of such a product would serve to enhance FEBE's global impact and visibility. The project is expected to be completed in 2016.

### ***Objective 4: Student-friendly Living and Learning Environment***

An enriching, student friendly, learning and living experience is achieved through excellent teaching and learning facilities, support through the student life cycle, learning and living communities, and a responsible and respectful student culture and ethos. UJ and FEBE aim to provide sufficient teaching and learning facilities of varying sizes that are well equipped to serve as lecture, tutorial, seminar and laboratory venues. Libraries on all campuses operate as hubs for student learning through the provision of social and leaning commons and Wi-Fi access.

A package of career and programme guidance, offered to learners at pre-university and university level, includes academic advice for appropriate placement, access to bursaries and loans, psycho-social counselling and career counselling at exit level. The learning and living objective is to provide students with an environment that is nurturing and supportive of their academic endeavours, and that provides a wide range of extracurricular activities to meet their needs and interests and foster their all-round development. In addition, FEBE aims to produce students who are responsible and accountable for their actions and respectful of human dignity, especially in relation to women and foreign students.

#### ***Objective 5: National and Global Reputation Management***

FEBE aims to be a Pan-African centre of critical intellectual inquiry through extensive scholarship, participation in the knowledge networks of the continent, including partnering with the Council for the Development of Social Science Research in Africa (CODESRIA), Dakar, Senegal, and through encouraging a flow of scholars from the continent to UJ as visiting professors, to participate in our public lectures, seminars and programmes. Further, FEBE plays a significant role in public leadership through thoughtful, well-informed and scholarly reflection and engagement on the part of our senior scholars, senior management, senior academic leaders, student leaders and members of Council.

The Faculty hosted international and national technical conferences, which attracted a number of international speakers; events were frequently registered for continuing professional development (CPD) credits. In 2015, the Executive Dean presented several international talks and was re-elected as Vice-President of IEEE (Portfolio: Educational Activities). The relationship of the Faculty with national learned societies continued, with a number of academics serving on councils or boards, for instance, of the South African Institute of Electrical Engineers (SAIEE) and the South African Institute of Civil Engineers (SAICE). The Faculty also participated in a university-wide effort towards developing UJ as a Pan-African Epicentre for Critical Engagement.

#### ***Objective 6: Fitness for Global Excellence and Stature (GES)***

To ensure that FEBE was fit for GES required a financial system that ensured good investment returns and overall financial stability and sustainability, which was in place. Employment strategies for academic staff consider seriously the proportions of black, women, disabled, and international staff, including the attraction and retention of illustrious academic staff. The Faculty has also worked hard to provide world-class infrastructure and systems, and to ensure our operations are underpinned by principles of good governance.

The Faculty gradually moved towards increasing its capacity to deliver academic programmes and opting for online or blended programme offering. A number of online mechanisms, such as to manage student exclusions, were brought into place. An online repository was also instituted, ensuring that the Faculty's memory is increasingly cloud-based and in this way allowing for transition, when applicable, in leadership.

The Deanery has taken a number of steps, such as the creation of a postgraduate mailing list/online Google group, which more than 80% of our student population (approximately 700 students at the end of 2015) have optionally subscribed to, and a presence on social media platforms, such as LinkedIn and Facebook, among others. Towards addressing concerns of documentation, for purposes of both audit and archiving, the development of an online cloud-based repository to archive all documents submitted to and resulting from meetings of the Faculty Higher Degrees Committee is under consideration. The Faculty also probes students and supervisors on two occasions each year – this approach allows for academic or organisational interventions.

Postgraduate students have articulated well, and correctly, in our opinion, confirm that the quality of supervision is generally very good to excellent; however, the administrative processes supporting the academic dispensation have lagged behind. This notion was also supported by the findings of the Research-based Master's and Doctoral Programme Review conducted in May 2015. The early stage of the research process could be better developed, for example, the model/workflow for approval of the research proposal, scholarly/research awards, professional development of the supervisor-student pair, embedded librarian principle, guidance towards development of the proposal; but also postgraduate orientation, and awareness of possible scholarly outputs

(letters, technology notes, ISI/IBSS-listed journal articles, open-access journals, etc.). At present, the relationship between postgraduate dissertation/thesis and scholarly outputs has been measured in an ad hoc manner. In future, a more systematic approach will assist to gauge the quality of publications emanating from postgraduate research. Certain aspects of the postgraduate process, for instance, the conversion to the doctorate level, have been rarely exercised, and processes need to be appropriately developed, communicated, and implemented for students who are delivering at such a level.

## **EMPLOYEE PROFILE**

Of a total of 250 employees in 2015 (as at 31 Dec 2015), the Faculty comprises 70% male and 30% female staff members. The Faculty profile of staff comprises employees from the following personnel categories: Instruction and Research professionals, Non-Professional Administration, Service Employees, Specialised Support Professionals, and Technical and Executive/Management Professionals.

The Head of Faculty Administration (HFA) heads the core faculty administration team and is supported by three senior faculty officers, six faculty officers and student assistants. Some departments are able to support equity or scarce resources by means of academic appointment subventions from industry. In particular, and of significance, is the notable support from the Mining Qualifications Authority (MQA).

A number of key appointments have been instrumental in ensuring stability in the Faculty, allowing for the smooth transition and continuation of the academic endeavour. These include, among others:

- The portfolio of Vice-Dean: Teaching & Learning allows for focus on Scholarship of T&L (SOTL). Prof Morgan Dundu was appointed to the post from 1 May 2015. Consequently, Prof Dundu vacated the position of Head: SOCEBE.
- Prof Stephen Ekolu was appointed Head: SOCEBE from 1 May 2015.
- HOD Electrical and Electronic Engineering Science, Prof Bheki Twala, was appointed as Director of the newly established Institute of Intelligent Systems.
- Prof Yanxia Sun was appointed as Head of the Department Electrical and Electronic Engineering Science. Prof Sun took over from Prof Bheki Twala from 1 December 2015.
- Dr Hennie Grobler was appointed as Head of Department: Mining Engineering and Mine Surveying (Merged department, 1 Dec. 2015).

## **STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES**

### ***Student profile in subsidised academic programmes***

The Faculty student headcount for 2015 reached 9 120 students of which 5 500 were undergraduate diploma enrolments, 2 734 undergraduate degree enrolments, 693 master's enrolments, 175 doctorate enrolments, and 13 occasional student enrolments.

The staff-student ratio has improved over the last five years from 1:77 to 1:56 in 2015, but this remains high compared to international standards. The percentage success rate in the recent year has improved from 79,9% in 2014 to 80,1% in 2015.

### ***Relevancy and impact of subsidised academic programmes***

The Council of Higher Education (CHE) approved the following Bachelor of Engineering Technology (BEngTech) programmes: Chemical Engineering, Civil Engineering, Electrical Engineering, Extraction Metallurgy, Industrial Engineering, Mechanical Engineering, Mine Surveying and Physical Metallurgy. In 2015, teach-out and phase-in strategies have been compiled, together with assessment of the impact on infrastructure and resources in anticipation for implementation in 2017.

The strategic move from Diploma to Degree programmes enhances the relevancy of Faculty offerings in response to scarce skills demands of the engineering profession. Graduates will also now be able to register directly with the Engineering Council of South Africa (ECSA) with their NQF Level 7 qualification.



The Master of Structural Engineering was also accredited by the CHE. This programme serves to further expand FEBE's postgraduate offerings and thereby aims to grow the postgraduate intake.

### ***Non-subsidised academic programmes***

The Faculty does not offer non-subsidised academic programmes, but does, however, provide Short Learning Programmes (SLPs). In 2015, the Faculty worked with the Academic Planning Unit to re-curriculate a number of workshops into robust SLP offerings. Discussions pertaining to the review of the current basket of offerings have begun with the Unit for Quality Promotion.

## **RESEARCH FOOTPRINT AND IMPACT**

The usage of an Online Research Output Submission System (OROSS) was implemented. This approach enables for transfer of publications to the UJ Digispace, which was tripled to over 400 in 2014 and up to over 680 in 2015, thereby making research outputs available for the broader public.

The number of NRF-rated scientists has increased from 13 in 2014 to 15 in 2015. FEBE has demonstrated a steadily increasing research output profile. The Faculty has noted the limitations of conference publications, specifically in relation to citation impact, and so is now employing strategies to promote journal and high-quality book publication. The Faculty has recently seen increased engagement in pedagogic research and anticipates an increase in output in this area in the forthcoming years. FEBE also encourages and supports visiting fellows from a range of disciplines and countries, including Brazil, China, Europe, India and several African nations.

## **INTERNATIONALISATION**

The Faculty is continuing to play a major role in internationalisation. Its strong international footprint is evident through its research engagements and also its teaching and learning partnerships. Staff have also been active in raising the international reputation of the Faculty through research initiatives, engagements with professional societies, visits to international institutions and other collaborations.

### ***Active participation with international networks***

- Vice-Dean: Postgraduate Studies, Research and Innovation, Prof Charles Mbohwa, visited the University of Hamburg as a Visiting Professor.
- As part of the Management Executive Committee (MEC)/Executive Leadership Group (ELG), the Executive Dean, Prof Sinha, Prof Mbohwa and Prof Akinlabi visited a few universities in South America.
- Prof Sinha held discussions with the Zambian Ministry of Education, Science, Vocational Training and Early Education – through these discussions, an accreditation workshop was held. The Engineering Institute of Zambia (EIZ) partnered with Prof Saurabh Sinha for this event.
- In his capacity as Vice-President of Educational Activities, Prof Sinha visited the USA as a part of IEEE and IEEE Board Meeting Series.
- Prof Dundu was part of the UJ team to receive a delegation from the University of Porto at the Madibeng Building on the Auckland Park Campus. One of the primary goals of their visit was to discuss the possibility of collaborating with UJ and of signing a partnership agreement.
- Prof Morgan Dundu represented FEBE at the African Experts Consultation on Sustainability Science for Africa's Economic, Social and Technological Insurgence, through the United Nations Educational, Scientific and Cultural Organization (UNESCO), 4-5 March 2015, Harare.
- Mr Deon Kruger represented FEBE at the high level China-Africa Colloquium, held at the University of Cape Town, and hosted by the Confucius Institute, Centre for African Studies and Institute for African Alternatives (IFAA). A distinguished list of speakers from China and Africa were invited to engage in a critical but constructive debate on the present relationship between China and Africa.
- The Shell Eco-Marathon South Africa was hosted by UJ's School of Electrical Engineering at Zwartkops Raceway from 3-4 October 2015. The event included Nigerian and South African university teams and local school teams. A total of 12 teams participated in the international challenge, with scrutineering carried out by an international technical team.

- FEBE Congress on Mechanical, Chemical, and Material Engineering (MCM 2015) participated in the #CoCreateMyCity initiative in November 2015 – the initiative was supported by the Dutch Prime Minister.
- Through a visit on the part of Kasongo's Congo Premier Sarl, DRC's Tin Mine formalised a memorandum of agreement with the School of Mining, Metallurgy and Chemical Engineering. The agreement entails, among others, an avenue for work-integrated learning (WIL) for international students. Given the number of students and staff from the area, this approach for WIL is valuable.
- FEBE organised the "International Conference on Infrastructure Development and Investment (DII)," 16-18 September 2015.
- The Metal Casting Technology Station (MCTS) also participated in the International Conference on Mining, Material and Metallurgical Engineering held in Barcelona, Spain from 20-21 July 2015.
- MCTS Head, Mr Farouk Varachia together with industry partner Mrs Dalmari Mc Queen represented South Africa at the Egyptian International Foundry Symposium at Sharm El-Sheikh, Egypt.
- The signing of the Constitution for the establishment of the interregional BRICS Foundry Association took place at the V BRICS Foundry Forum in Nizhny Novgorod on 10 September 2015.
- The MCTS was represented at the International Foundry Trade Fair with Technical Forum (GIFA 2015) in Germany – the most important trade fair for foundry technology in the world.

A number of collaborative master's programmes explored in 2015 have also strategically enhanced the Faculty's internationalisation imperatives. The Master of Foundry Engineering, offered in collaboration with TU Bergakademie Freiberg in Germany, and the Master of Mineral Governance, offered in collaboration with the African Institute for Economic Development and Planning (IDEP), were both approved by Senate.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

The Faculty has been active in its marketing through social media activities. This includes over 1 500 reaches through social media, and strategic use of the TechnoLab with workshops being held on a monthly basis to support the Children of Fire. The Faculty also contributed to the 2015 STEM Literacy Community Engagement Project. Engineers without Borders also supported Grade 9-12 students with Maths and Physics tutoring hosted on the APK Campus.

In addition to community outreach projects, a number of distinguished public lectures took place in 2015. Such engagements enhanced the reputation of FEBE, creating a platform for robust stakeholder engagement. These engagements also included a number of workshops.

- UJ Energy Movement African Solar Drive – Launch of the Energy Innovation Public Lecture Series from Johannesburg-Windhoek-Gaborone at APK on 9 June 2015. Guest Speaker, Dr Tobias Bischof-Niemz, Council for Scientific and Industrial Research (CSIR) – Centre Manager: Energy.
- Public Lecture by IEEE President and CEO, Prof Howard E. Michel. His address provided insight on his experience in the US Air Force and career enhancement to a University Professor and IEEE President.
- Town and Gown Workshop at Resolution Circle on 4 December 2015 focused on the "Deliverables of the National Development Plan – Developing Scholarship of Teaching and Learning through Engineering Projects in Community Services (EPICS)".

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

In FEBE, the Executive Dean, Vice-Dean (Teaching and Learning) and the Financial Business Partner met with each HOS and HOD to discuss the needs of schools and departments, during the preparation of the budget. Since these needs usually exceed the budget allocation by some margin, a process of prioritisation was embarked on to match the needs with budget allocations. This process included both the application of specific guidelines and extensive interviews between these stakeholders.

Within the wider UJ financial landscape, activities of the Faculty contributed towards an approximate revenue of R157 million, excluding government subsidy and total R336 million, including subsidy. Through the annual budgeting process, the Faculty receives part of this funding towards managing its expenditure.

Tuition fees for 2015 represented R157 million (47% of the total revenue) with a headcount enrolment of almost 8 240 undergraduate students. The subsidies revenue of R178 million (53% of the total revenue) was generated from subsidised teaching input and output units. Outstanding tuition fees increased to R37 million (11%) – reflecting the effect of the national student movement (#FeesMustFall).

It is noteworthy that revenue generated from research productivity grew to approximately R8 million (2% of the total revenue). Income from research productivity is primarily ploughed back into the research and innovation enterprise.

SLPs presented by the Faculty have continued to grow and in this way serve the South African public and private sector landscape. Revenue from such extracurricular activities represented R2.1 million (1% of the total revenue).

In terms of expenditure, salaries featured as the largest expense at R133 million (representing 89% of the total expenditure – approximately a third of the total revenue). Full-time permanent or fixed-term contracted staff accounted for 82% of salaries (R122 million) and temporary staff for 18% (R29 million).

In view of the struggling economy, expenditure was scrutinised by means of monthly budget expenditure reviews, more specifically, the managing of line items not supporting the core business, e.g. functions and entertainment as well as telephone costs.

Operating expenses amounted to R16 million (5% of revenue) in line with the budget allocation of R16 million. The close partnership between the Finance Business Partner and the Faculty management team enabled for this achievement.

Towards GES, the Faculty continues to recognise the importance of external funding and strategic partnerships.

## **LEADERSHIP**

The 2015 year has seen the growth and sustainability of leadership within the Faculty. A few of the awards and nominations of 2015 indicative of leadership and excellence include:

- FEBE Executive Dean, Prof Saurabh Sinha, served as IEEE Vice-President, Educational Activities and Board of Directors. Prof Sinha was re-elected in November 2014 to serve a final term as IEEE Vice-President (same portfolio) in 2015. "IEEE is the world's largest professional association advancing technology for the benefit of humanity. It publishes technical journals, sponsors conferences, develops technology standards, and supports the professional interests of more than 400 000 members. IEEE creates an environment where members collaborate on world-changing technologies – from computing and sustainable energy systems to aerospace, communications, robotics, and healthcare – to engineer a better tomorrow."
- HOD Dr Hennie Grobler served as President of the Institute of Mine Surveyors of Southern Africa and was appointed to the board to serve as an alternative member on the Geomatics Council (No. 38819, *Government Gazette*, 22 May 2015).
- Prof Sinha was awarded Honorary Membership of the UJ Golden Key Society.
- Prof Sinha was inducted as a Fellow of the South African Academy of Engineering.
- HOD Electrical and Electronic Engineering Science, Prof Bheki Twala, was appointed as Director of the newly established Institute of Intelligent Systems.
- Electrical Engineering Science Graduate, René Naidoo, was selected as one of the M&G 200 Young South Africans 2015. Naidoo has been recognised for her outstanding work in the field of Science and Technology and was nominated for her contribution to the rural electrification project in Gwakwani, Limpopo.
- Prof Clinton Aigbavboa was nominated for the Vice-Chancellor's Most Promising Teaching Award.
- Prof Bheki Twala was nominated for the Vice-Chancellor's Award for Teaching Excellence.
- Through the Department of Town and Regional Planning, the Conference for Planning Students and Young Graduates was held on 29-31 October 2015.
- 2014 final-year Civil Engineering Science project student, Sibusiso Mabunda, received third place at the Gauteng region's Top Achievers Award – the announcement was made at the CSSA Chairman's breakfast.
- Prof Yanxia Sun was appointed as Head of the Department of Electrical and Electronic Engineering Science. Prof Sun took over from Prof Bheki Twala from 1 December 2015.

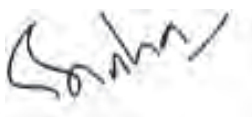
- SAICE Civil Engineer of the Year: Mr Deon Kruger from UJ. The Award was sponsored by PPC.
- Vice-Chancellor's Award Recipient: Mr Philip Baron: Promising Young Teacher.
- Vice-Chancellor's Award Recipient: Prof Clinton Aigbavboa: Emerging Researcher.

## **CONCLUSION AND WAY FORWARD**

In September 2015, an International Faculty Review was conducted. The findings of this review concluded that the Faculty of Engineering and the Built Environment at UJ was in very good standing to take on the challenge of meeting the University 2025 Strategic objectives. In addition to this, FEBE was also commended for promoting positive change through evaluation and reflection, for fostering good working relationships both within the institution and, notably, externally with Government and industry and for the FEBE leadership team's commitment to access and excellence. FEBE staff were also commended for their active engagement in the Faculty's growing research profile. The review has solidified FEBE's standing as being globally relevant. It has also clearly defined the way forward in pursuit of higher levels of excellence, growth and quality.

In order to achieve University 2025 Strategic objectives, FEBE intends to continue to build strategies to enhance its research culture. In addition to the number of key initiatives designed to build and enhance international collaborations, the Faculty also intends to further develop partnerships made in 2015. A number of key flagship programmes have also been identified for 2016, in order to catalyse the Faculty's standing in the local and international arena.


Guided by the six strategic objectives of the University, FEBE aims to be a leader in education, technology development and research for sustainable economic and social advancement (both nationally and internationally), through a number of unique, yet modernised, approaches. It recognises a number of avenues for further reflection, such as ranking instruments that enable enhanced academic reputation, the employability of its students, and research visibility. In the latter regard, the Faculty is striving towards a balance between quantity and quality of outputs, in that quality is crucial to further develop the Faculty's research impact and influence. Finally, the Faculty is complementing its focus on the GES goal by also actively driving and implementing aspects of the National Development Plan.



**Saurabh Sinha (Prof)**

Executive Dean: Faculty of Engineering and the Built Environment

# FACULTY OF HEALTH SCIENCES



The Faculty of Health Sciences continued to focus on the six strategic objectives during the 2015 academic year in line with *“enhancing Global Excellence and Stature”* of the University of Johannesburg’s (UJ) and the overarching vision of *“An international University of choice, anchored in Africa, dynamically shaping the future.”*

## **Excellence in Research and Innovation**

The Faculty has made strides in upholding excellence in research and innovation with respect to engaging with outstanding academics, including eminent visiting professors; accessing external funding; attracting excellent students; and increasing research capacity in the following areas.

In 2015, the Laser Research Centre (LRC) reached its target for research excellence and innovation. It hosted 16 postgraduate students and three international postdoctoral fellows and contributed 12 units to the Faculty’s research output. Prof Abrahamse from the LRC was granted an NRF South African Research Chairs Initiative Chair. Researchers in the Water and Health Research Centre (WHRC) submitted one patent application and four designs for protection.

The drive internationally is to generate multi-disciplinary research and collaboration with other universities. During 2015, the Faculty continued to participate in a number of national and international collaborative research projects. These included the Department of Emergency Medical Care’s (EMC) collaborative study on student burnout with Western Sydney University (WSU) and a project on success and harms in pre-hospital RSI (meta-analysis) with collaborators at Monash University and at the University of Pittsburgh. Links through a collaborative venture between the University of KwaZulu-Natal (UKZN), the State University New York (SUNY) and the Optometry Department have allowed postgraduate continuing education opportunities and possible research initiatives to be developed. In addition an agreement is also being pursued with the Glasgow Caledonian University. Researchers in the Water and Health Research Centre (WHRC) have developed techniques that are being used to test water samples on site, contributing to the provision of safe water in conjunction with the University of Venda.

The Department of Sport and Movement Studies appointed five visiting professors who contributed the Department’s research output. The eight rated researchers in the A, B, C and Y categories continued to significantly contribute to the Faculty’s research output.

The establishment of new niche or focused research areas will increase research capacity and output. The Department of Nursing has identified “Caring”, a much needed field of research in the nursing profession, and the Department of Human Anatomy and Physiology has identified Physiology as niche area.

The 2015 research target set for the Faculty was 60 accredited units. The Faculty submitted 64.5 units for auditing purposes, with 62.01 units related to journal articles and the remaining units a combination of books, chapters

and conference proceedings. This has been a significant increase (23%) over the final audited figure of 51.60 units for 2014. Faculty members contributed to conferences and many were invited speakers or plenary session speakers at a number of international and national congresses.

External funding for research was obtained from the NRF, African Laser Centre, WRC, Univen, Million-Gauteng Sport, CATHSSETA, Johannesburg Water, and the International Olympic Committee. The external funding for the Laser and the Water and Health Research Centres totalled R1 787 500.00 and R1 043 541.00, respectively, with a further R608 730.00 committed to the Water and Health Research Centre for 2016. Sport and Movement Studies has been funded in total with R12.85 million, with Optometry being funded with R180 000.00 and Thuthuka funding of R131 072.00 (50% NRF & 50% UJ). The Faculty's total external funding was R16 001 557.00 for 2015. This is a substantial increase compared to 2014 and is largely attributed to the Million-Gauteng Sport and the CATHSSETA funding.

### ***Excellence in Teaching and Learning***

Excellence in teaching and learning encompasses, but is not restricted to, the enrolment of outstanding students from diverse backgrounds; maintaining success rates and standards; curricula that are current and quality reviewed; students who are prepared for the world of work; and staff who are well qualified and valued and are encouraged to be life-long learners. The Faculty believes it has achieved success in many of these areas and the following is an indication of what has been achieved.

A complement of 104 full-time academics (including fixed-term contract appointments) and three researchers, supported by 55 academic support staff who include clinic staff, clinical training grant appointments, secretaries and laboratory technicians, provided a service in 2015 to 3 709 local and 133 international students plus 29 occasional students, a total increase of 140 students compared to 2014.

Three assistant lecturers were appointed on a three-year fixed-term contract to Medical Imaging and Radiation Sciences (MIRS, 1) and Optometry (2), in a bid to develop capacity within these flagship departments.

The enrolment target set for the Faculty was 3 724 and the Faculty registered 3 738, a slight over-enrolment. The undergraduate enrolment was 2 639 (2 611 in 2014) with postgraduates totalling 1 005 compared to 1 084 during 2014. The Faculty's registrations for master's qualifications (excluding postgraduate master's) decreased to 231 from 245 in 2014, while doctorate registrations increased from 50 to 52 in 2015, resulting in a decrease of 85 enrolments in these domains compared to 2014. This can be attributed in part to the decrease of postgraduate master's enrolments from 2012 onwards, owing to the phasing out of some of the post basic nursing qualifications due to regulatory changes. The Faculty has identified postgraduate enrolment as a priority for 2016.

The gender distribution for 2015 enrolments was 64,2% female undergraduate and 34,4% female postgraduate students, compared to 63,2% and 35,7% respectively for 2014, indicating a slight increase in male postgraduate enrolments. The total designated (excluding white females) enrolment was 79,56% compared to 76,49% in 2014, which translates to 69,78% black African (66,04% in 2014); 3,71% Coloured (3,37% in 2014) and 6,55% Indian (6,74% in 2014). The enrolment of international students increased from 109 to 133 in 2015, an 8,19% increase.

Student numbers funded through NFSAS increased from 383 in 2014 to 397 in 2015.

The Faculty has maintained an overall success rate of above 85%, achieving 86,7% compared to 88,4% in 2014. Undergraduate (UG) success rate went from 89,1% in 2014 to 89,0% in 2015, with the postgraduate success rate at 81,3% in 2015 from 87,4% in 2014. The first time entry UG students' success rate increased from 79,1% in 2014 to 81,9% in 2015. The interventions of appointing tutors to assist lecturers with at-risk modules, identifying students at risk early in the year and referring students to academic support programmes have enabled the Faculty to maintain its success rates.

Conversational isiZulu was introduced as a pilot project for the Departments of Nursing and Medical Imaging and Radiation Sciences during 2014, with both Emergency Medical Care and Podiatry included in 2015.

The number of graduates, which includes 37 international graduates, has decreased from 1 094 in 2014 to 928 in 2015. As already alluded to, the number of postgraduate master's enrolments has dropped significantly from 2012 onwards, owing to the phasing out of some of the post basic nursing qualifications due to regulatory changes. This factor will in turn influence the total graduate percentage in 2016 and 2017 as the undergraduate numbers – in line with the University's enrolment plan have not increased significantly.

### **Quality assurance**

Quality assurance remains a key priority within the Faculty. The Faculty's Quality Plan, as approved by Faculty Board, and the programme review schedule for the period 2012-2015 continue. The Health Professions Council of South Africa (HPCSA) undertook an audit in 2015 of the Medical Imaging and Radiation Sciences Department, and the report is expected in early 2016. Final reports from the HPCSA for the Biokinetics and Biomedical Technology programmes are still awaited. A programme review for the master's and doctoral programmes within the Faculty is scheduled for 2016.

In line with the re-curriculum of programmes by the professional boards and relevant councils, the following new programmes were submitted to the Department of Higher Education (DHET) for consideration: The Professional Bachelor's Degree in Chiropractic, Complementary Medicine, Podiatry and Nursing; the Professional Master's Degrees in Chiropractic and Complementary Medicine; Higher Certificates in Sport Coaching and Exercise Science and in Sport Administration. Approval of these is pending. The EMC Department received approval to offer the two-year Diploma in Emergency Medical Care with the first intake in 2016. Programmes being developed or to be submitted in 2016 are a Postgraduate Diploma (PGD) in Imaging Interpretation; MSc in Sanitation and Hygiene; Master's in Public Health (distance education); Doctorate of Nursing; PhD in Health Sciences; the Master's in Biomedical Laboratory Sciences in Europe (MARBLE) and a Bachelor of Health Sciences in Sport and Exercise Sciences.

The Department of Chiropractic is accredited internationally with the European Council on Chiropractic Education and as such UJ students have international reciprocity.

The Faculty's Health Training Centre (HTC) afforded students a wide range of opportunities to participate in work-integrated learning. A total of 21 981 patients (consultations and treatments) were seen in HTC clinics and satellite clinics in 2015, compared to 21 789 during 2014, a slight increase of 1,16%. The increase can be attributed to the four larger Chiropractic, Homoeopathy and Optometry Clinics. Over and above these figures, students screened 2 405 patients in various locations, which was a slight increase of 1% compared to 2014. The Riverlea Community Project screened and consulted 1 025 patients during 2014. Funding of R260 000.00 for the Riverlea Project was received from the Discovery Fund, specifically for use by Optometry and Nursing.

Regarding staff qualifications, 98% (96,7% in 2014) of staff have at least a master's qualification – this includes one fixed-term contract appointee, but excludes clinical training grant, contract and assistant lecturer appointees – with 30% of staff holding a doctoral qualification compared to 25,2% in 2014. All staff who do not have a master's degree are registered for such and are nearing completion.

The Short Learning Programme Office registered 438 students for Short Learning Programmes (SLPs) in 2015. This was a decrease, however; the number of SLPs increased, but with lower numbers of participants. The SLP Office, as an HPCSA affiliated service provider and accreditor, saw an increase in the number of Continuous Professional Development (CPD) activities for accreditation from various service providers in South Africa. This offers alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of life-long learning.

### **An International Profile for Global Excellence and Stature**

To enhance the Faculty's international profile for global excellence and stature, the Faculty has embarked on various strategies, such as appointing international visiting professors of stature as well as postdoctoral and other fellows; making structured inbound study abroad programmes a significant feature of its offerings and increasing the number of international students participating in these programmes; partnering with international



institutions offering relevant structured study abroad programmes for outbound students; and increasing the number and stature of its partnerships with universities.

The LRC hosted a Distinguished Visiting Professor, Prof Michael R. Hamblin, from Harvard University and hosted five international postgraduate students from Africa, and three postdoctoral fellows from India.

The Department of Environmental Health hosted a distinguished professor from the University of California, Los Angeles. In addition, 2015 saw the appointment of two emergency medicine specialists as honorary researchers within Emergency Medical Care. The Department of Sport and Movement Studies appointed five visiting professors from Otago University, New Zealand, Loughborough University, Ashton University, University of Venda and Brunel University. Two visiting professors from the Universities of Alzaiem Alzhari, Khartoum and Taif, Saudi Arabia and a radiologist from the Aga Khan Hospital were hosted by the MIRS Department.

Four Memorandums of Agreement (MOAs) between the LRC and Biophotonics (NLC, CSIR), Biochemtech (CSIR), and National Taiwan University of Science and Technology and the University of Wisconsin are in place, while an MOA between the UJ and the University of Sao Paulo is still being negotiated. The LRC has 12 collaborators and advisors, of whom two are international.

The Department of Environmental Health signed an MOA with the City of Johannesburg with the emphasis on collaborative research. Discussions with Murdoch University in Australia and the Department of Chiropractic regarding potential collaborative exchanges are progressing well and an MOA will be proposed to Zurich University for collaborative input into programmes and research projects during 2016. The MIRS Department has finalised two MOAs with the University College of Dublin, Ireland, a U21 member, and Canterbury Christ Church University, London; renewed an MOA with the University of Medical Sciences and Technology, Sudan (Khartoum); and signed an Educational Training Grant MOA with Mallinckrodt (Pty) Ltd.

With reference to inbound and outbound visits, the Faculty increased these exchanges in 2015 compared to 2014 and highlights the following visitations.

Staff from the EMC Department visited Saimaa University in Finland and Edge Hill University in the United Kingdom. Discussions at Edge Hill focused on the joint development of an international module and possible student exchanges; staff also visited the Western Sydney University (UWS) and an MOU was signed between UJ and UWS in relation to academic collaboration and student exchanges. This relationship saw the UJ hosting the first ever registration of foreign paramedic students with the HPCSA for purposes of clinical learning. Two students, one each from Environmental Health and MIRS, went to Mexico under the U21 Summer School exchange programme. A postdoctoral student from the LRC attended an Advanced Biostatistics course in Prague. Two students from the Appalachian State University were hosted by the Sport and Movement Studies Department, and another fourteen did their pre-medicine rotation through the Faculty. Two students from Lund University in Sweden will be placed at Charlotte Maxeke Hospital to do their practical nursing training. A postgraduate student from Glasgow Caledonian University was hosted by the Optometry Department, and four students from UWS were hosted and another four are currently busy with a similar rotation within the EMC Department.

Eleven top performers from the Faculty participated in a two-week exchange programme to the USA, focusing on health care systems and service delivery.

In terms of collaboration with international universities, besides the inbound and outbound visits and exchanges, the Faculty's Homoeopathy Department is collaborating with U21 institutions in Hong Kong and India in relation to programmes of similar offerings. Interaction with the Liga Medicorum Homoeopathica Internacionalis (LMHI) in preparation for South Africa's hosting of the LMHI 2018 conference in Cape Town continues. The EMC Department hosted a U21 workshop in the simulation laboratory that was attended by staff from various local universities as well as the University of Queensland, Australia. Two senior staff members from Sport and Movement Studies enrolled for an MA in Olympic Studies; they also visited the German Sport University in Cologne and the International Olympic Academy in Olympia, Greece, where two modules were successfully completed. This initiative is linked to the Development of the Olympic Study Centre and the MOA signed

between the UJ and German Sport University of Cologne, Germany. The Podiatry Department is negotiating a structured relationship with the Huddersfield Universities in the UK.

### ***A student-friendly learning environment***

The enrichment of a student-friendly learning environment that is conducive to learning is a strategic imperative for both the UJ and the Faculty. The consolidation of all programmes at the Doornfontein Campus (DFC) and the funding from the Department of Higher Education and Training (Clinical Training Grant) have established a state-of-the-art simulation laboratory, a Human Anatomy and Physiology complex as well as a virtual teaching platform.

As previously alluded to, the simulation laboratory has attracted interest not only locally but internationally and is considered a state-of-the-art facility. In addition, the high definition interactive screen and a 60-seat learning laboratory to allow for technology assisted learning (TAL) based on sessions in the form of interactive workshops, enhanced by online monitoring and virtual lecturer contact, will be completed by February 2016.

Students in the Faculty have been afforded the opportunity and have been encouraged to participate in both local and international events, using their expertise and passion, and have accomplished the following. Students attended within their own Departments the postgraduate U21 Critical Skills Course; a first time summer school for postgraduates; self-defense training by the Phoenix Foundation; and various conferences – a UJ student was awarded the best national student prize for his presentation at the National Environmental Health Conference. They have organised an academic seminar, a study skills seminar, and a dignity box in which personal hygiene items are donated to fellow students, as well as an HIV/AIDS Awareness Project and Youth Development in Jabulani, Soweto.

All departments have adopted the use of technology and handheld devices depending on practicality and the availability of infrastructure to enhance teaching and learning. Of note are the interactive applications for Ophthalmic Optics, referencing/plagiarism software, videos of treatment techniques, a virtual teaching platform and online assessment techniques used by various departments.

The Faculty has, we believe, successfully marketed and branded its vision and mission and as a result registered 230 students with an APS of 35 and above and 38 Orange Carpet students.

### ***National and Global Reputation Management***

To achieve the UJ's objective of national and global reputation management, the Faculty continued to host public lectures; and encouraged staff to participate in their respective professional bodies and councils, and to be innovative in marketing the faculty to national and international stakeholders.

The EMC Department's UJ/Gauteng Provincial Government/Philips Mother and Child Intensive Care project transferred over a 100 high-acuity patients to hospitals.

Through the Department of Homoeopathy's link with the Medicines Control Council of South Africa (MCC), the Department was able to lend prominent direction to the regulatory mechanisms of medicine and devices in general and Complementary Medicines (CMs), specifically.

Two media press (video) releases (YouTube & SABC2 Morning Live) by the LRC researchers on the topic "Using Light as Medication" were aired. In conjunction with Phillips Healthcare, 38 journalists from the continent were hosted in the simulation laboratory.

Eight public lectures and one public debate were hosted by the Faculty in conjunction with the LIC, which include the Faculty's debate on "Stop Cervical Cancer in Africa" with First Lady Mrs Thobeka Zuma as the guest speaker.

It was also announced that the Faculty would host of the prestigious U21 Annual Health Sciences Conference and Meeting to be held in 2017.

One of the Faculty's strategic imperatives is to ensure that sustainable community engagement activities are undertaken by departments. The Faculty can confidently report that departments engaged in many such

activities, for instance, the Riverlea Project screened 1 025 patients, which included health promotion, early childhood interventions, ultrasound obstetric and primary healthcare screening. Other services included free and subsidised screening for indigent and community members at different clinics, both off-campus and at the various HTC clinics. Various departments are involved in community outreach programmes in the Soweto Clinic, Lenasia Clinic, IH Harris School, Riverlea crèches, Child and Welfare Centres and the Airforce Base, at many sporting events and during Mandela Day activities, to name a few.

Interaction with alumni ensures that the strategic objectives of both UJ and the Faculty are shared with industry stakeholders and the community. The Faculty hosted an Alumni Affinity Group at which “Education in the 21st Century” was debated by both UJ staff and external panel members.

The following staff members’ achievements and public leadership appointments and participation are worthy of noting:

- Prof H Abrahamse was granted a Chair of the prestigious NRF South African Research Chairs Initiative, and was nominated for the South African Woman in Science Awards (second runner up).
- Dr B George was the recipient of the “*Best Oral Presentation*” at the 3rd International Conference on Pharmaceutical Sciences hosted in Tbilisi, Georgia.
- Dr E Swanepoel and Dr S Eagleton are Council Members of the Anatomy Society of South Africa.
- Ms B Thomas received the Vice-Chancellor’s Distinguished Award for the Most Promising Young Teacher and also received funding from the NRF Thuthuka Fund.
- Ms J Mthombeni was appointed to the Professional Board for Biomedical Technology at the HPCSA.
- Professor C Burnett successfully completed an International Olympic Committee’s Advanced Research project.
- Prof B Shaw was appointed to the Editorial Board of the American College of Sports Medicine’s *Health and Fitness Journal*.
- Prof Y Coopoo is a member of the Doping Tribunal that forms part of the South African Institute for Drug Free Sport.
- Mr S Ntuli was appointed to the Professional Board for Physiotherapy, Biokinetics and Podiatry at the HPCSA.
- Dr Yelverton was appointed Chairperson of the Professional Board of Chiropractic and Osteopathy, Allied Health Professions Council of South Africa (AHPSCSA).
- Dr C Bester was appointed to the Appeals Panel of the Department of Health for Chiropractic.
- Ms P von Poser was appointed to the Professional Board for Optometry and Dispensing Opticians at the HPCSA.
- Prof A Rubin is the Chief-Editor of *African Vision and Eye Health*, the only official optometry peer reviewed journal in South Africa.
- Mr B van Tonder and Mr C Hartnady were nominated as finalists in the “*Centrum Guardian of the Year*” initiative for the role they played in the Search and Rescue operation during the Soweto Building Collapse. Mr Van Tonder was also part of the Rescue South African team that responded to the floods in Malawi.
- Prof C Lambert was a Council Member of the HPCSA and also sat on the Human Rights and Ethics Committee of the HPCSA.
- Dr N Gower was appointed by the Minister of Health to the Medicines Control Council (MCC) as Council Member and represented the Ministry on a visit to Ontario, Canada to liaise with staff of various directorates of Health in Canada.
- Ms S Seyama is an Education Board member of the South African Health and Skin Association.
- Mr S Mdletshe was appointed to the Radiography and Clinical Technology Board of the HPCSA.
- Ms F Bhyat was a panel member at the debate on ‘Stop Cervical Cancer in Africa’.
- Prof A Swart was appointed to the Executive Committee of the U21 Health Sciences grouping, served as Chair of the South African Committee of Health Sciences Deans and continued to serve on the Executive Committee of the World Health Organisation Collaborative Centre for Urban Health.

### ***Fitness for Global Excellence and Stature***

Fitness for global excellence and stature requires the Faculty, among other areas, to be financially stable, generate external income, increase third-stream income, ensure the Faculty is representative of the South

African population, retain and attract well-qualified staff, be conscious of the environment and manage and mitigate risks as applicable.

The Faculty continued to meet equity targets set by the University. In 2014, 47,1% of academic staff were from designated groups, which increased to 49% during 2015. The designated academic support component was 84,4% in total.

The Faculty had two academic staff resignations, one retirement and one academic support staff member resignation. There was one academic support staff and four academic staff promotions, one to Professor, two to Associate Professor and another to Senior Lecturer. Two of the academic promotions were from the designated groupings.

To address the national call for promotion of designated candidates, ten female and five male designated academic staff members are participating in the Accelerated Academic Mentorship Programme of the University. Another 13 colleagues are also participating, including two international appointments.

The Faculty subscribes to a sustainable and risk-free environment. A risk register serves on the agenda of the Faculty Board, Faculty Management, Academic Departmental and support structures committee meetings and is regularly reviewed, updated and assessed. The risk register specifically for the HTC is regularly reviewed as legislation changes and health protocols are updated. Contributions to minimising our carbon footprint, with specific reference to energy saving, recycling and waste management, are ongoing. The strategically placed recycling bins in the Faculty have enhanced staff awareness.

The simulation laboratory facility, the high definition interactive screen and a 60-seat learning laboratory to allow for technology-assisted learning (TAL) based on sessions in the form of interactive workshops, the newly equipped Optometry Clinic, together with the service of educators within the Departments will place the Faculty as a leader in the area of simulation and interactive-based teaching, learning and assessment.

In terms of external funding, the Faculty reports a substantial increase as already alluded to; however, the Faculty's third-stream income will have to increase by offering more SLPs.

## **CHALLENGES AND RISKS**

The following are challenges and risks and proposed ways of addressing these.

- Challenges experienced with Wi-Fi access, VGA cables, infrastructure, software and funding for students acquiring handheld devices, which have hampered progress to a certain degree.
- Infrastructure concerns (such as parking and maintenance) on the Doornfontein Campus;
- Unsuitable and insufficient venues for assessment purposes, which still remain a concern;
- Temperature and air flow control in offices, laboratories and lecture venues; and
- Outstanding biometric access system finalisation in the new wing for Health Sciences.

These are tabled at departmental and faculty meetings and the appropriate sections in the University consulted, interventions offered and follow-ups made. Those that can be addressed internally are flagged and where possible funding made available or flagged for the following year's budget.

## **STRATEGIC IMPERATIVES FOR 2016**

The Faculty has identified the following strategic imperatives for 2016, in alignment with the Faculty Strategic Plan and recommendations from the Faculty Review:

- Finalise the appointment of the Vice-Dean: Research and Innovation;
- Increase postgraduate registrations and improve the throughput of master's and doctoral candidates;
- Implement and maintain mechanisms to increase the Faculty's accredited research output to achieve a target of 100 units by 2020;
- Encourage and support staff in the Faculty to obtain a doctoral qualification to achieve the Faculty target of 50% staff with doctoral qualifications by 2020;

- Create an enabling environment for colleagues participating in the Accelerated Academic Mentorship Programme;
- Enable promotion of staff from designated groups; and
- Establish a Medical School within the Faculty.

To achieve the above, the Faculty has embarked on and has implemented the following:

- The post of Vice-Dean: Research and Innovation has been advertised and interviews will be held early 2016.
- A focused marketing strategy to increase postgraduate registrations both nationally and internationally has been implemented. Student progress reports will be carefully monitored by the respective HODs and reported on at Faculty Management Committee meetings;
- To address the national call for promotion of designated candidates, ten female and five male designated academic staff members are participating in the Accelerated Academic Mentorship Programme of the University. Another 13 colleagues are also participating, including two international appointments.
- Staff registrations for doctoral qualifications are contracted with HODs during the performance management process; and in alignment with the University's Doctoral Staff Qualification Project.
- Staff are encouraged to attend publication writing workshops and to report their respective Google Scholar H index and Scopus H index as a means of monitoring citations, while HODs are contracted for accredited output related to their domain and discipline.
- Following support by the MEC for Health and the Premier of Gauteng Province, a joint task team, together with Gauteng Department of Health and external advisors, will develop a position paper on the establishment of a Medical School within the Faculty for presentation to the Ministers of Health and Higher Education and Training.



**André Swart (Prof)**

Executive Dean: Faculty of Health Sciences

# FACULTY OF HUMANITIES

## INTRODUCTION

In the conclusion of the 2014 Executive Summary, the Faculty promised to develop a Business Plan during the remainder of 2015. Dramatic national events later in the year made it seem wise to extend this process slightly so as to respond to the changing higher education environment. That process is therefore still ongoing.

Nonetheless, the key challenges identified in the 2014 Annual Report were very substantially addressed in 2015. In particular, two areas of overriding concern were low honours and master's enrolments, and flat research outputs. The enrolment figures for 2015 continue to reflect lower-than-ideal honours/master's enrolment, but the steps taken in 2015 have led to a 50% increase in honours enrolments in 2016. Initial research output figures (to be confirmed) show an increase of 40%-50% in 2015 compared to 2014. Thus of these two areas of concern, one (research) saw substantial improvement in 2015, while the other (H/M enrolment) saw steps taken, which at time of writing, appear to have yielded substantial improvement going forward.

This uptick in performance in key areas has not come at any apparent expense in our other fields of operation. Success rates have remained strong at undergraduate level, and we had a strong year for graduations at postgraduate level.

The present and ongoing challenge running through all of our activities is the new set of imperatives and opportunities arising from the situation in Higher Education (HE). The Faculty is coming to terms with these challenges and opportunities in various ways. Within that process of coming to terms, we have succeeded in retaining and indeed building on our operational effectiveness within our core business. There are many opportunities for a Faculty of Humanities in the current situation, and we intend to make the most of them.

Achievements and challenges in the following key areas are briefly described in the remainder of this summary:

- Research
- Teaching and learning
- Human resources
- Finances
- Response to the HE situation
- Strategic focus points for 2016

## RESEARCH

### *Achievements*

As at 11 March 2016, we have submitted 280.08 units to the quality assessment process. This is 97.08 (53%) more than our 2014 total of 183 units. Our finalised 2015 figures may move in either direction, but downwards is more likely as the quality control process typically removes several units from our submission. However, even if we lost 20 units in this process (which would be unusually unfortunate), we would still be more than 40% in excess of our 2014 submission.

This very strong performance is probably the result of the Research Support Package put in place during 2014, which put in place regular workshops and other kinds of support, combined with increased emphasis on research in the performance management process, including setting per-rank expectations for research productivity. The increased emphasis on career development at both Faculty and University level, including support of both systemic and ad hoc kinds for promising and successful researchers, may also have played a role. Ultimately, however, it is hard to assess the causality behind any of these correlations on the available data.

In 2015, the Faculty proposed a Research Officer post funded from Faculty research funds to better manage our growing research performance. This post was approved in 2015 and created in early 2016.

### **Challenges**

The productivity of permanent staff remains a concern. Low productivity can arise from various factors and it is not always easy to distinguish them. Teaching loads, in particular, are of concern, since these ought to arise from other obligations owed to the University, and thus ought to be properly managed in relation to research obligations. The coordination of the various obligations that academic staff may or may not have towards the University is a matter of general concern, but it is most stark in relation to the balance of research against other expectations.

Questions about relevance, impact, and decolonisation also challenge the Faculty going forward. Humanities disciplines are particularly prone to skeptical questioning in all these regards, for a number of reasons. In many cases, the answers to these questions are compelling, and in those cases we need to be able to articulate ourselves effectively. In other cases, questions of this kind may have been largely absent in our education and in the global framing of our discipline. In these cases, we need to respond to these challenges, perhaps by changing some of what we do, while working out how to retain an outward-looking stance. In this, we need to balance potentially (but not necessarily) conflicting demands, such as global against local relevance, and academic freedom against social responsibility. These demands are non-equivalent and so they may come into tension, but they are not contradictories, meaning that it is possible to satisfy them all.

## **TEACHING AND LEARNING**

### **Achievements**

Our teaching and learning operation remains stable and strong at undergraduate level. Having hovered in the 80%-84% range since 2012, our 2015 FTE pass rates were up at 85% (compared to 83.6% in 2014). Student headcount was slightly down at 5 666 (compared to 5 988 in 2014), yet we produced more graduates, 1 459, in 2015 (compared to 1 390 in 2014). These trends are broadly in line with the University's strategic direction, notwithstanding that growth at postgraduate level is not as fast as hoped for.

While there is not a list of specific achievements to list in this area, that is more because the (large and complex) operation is running smoothly, and should not be taken as a cause for concern.

### **Challenges**

Our main challenges are: studies at postgraduate level; international students; and dropouts. Going forward, it is important to face the challenge of decolonising the curriculum.

Master's and doctoral headcounts were both slightly up in 2015 at 299 and 143 respectively (compared to 281 and 129 in 2014). However, we had hoped for faster growth than this, and it is of concern that the number of postgraduate graduates was down at both M- and D-level in 2015 at 37 and 13 respectively (compared to 47 and 17 in 2014). Honours enrolments were marginally down in 2015 at 330 (compared to 339 in 2014), which is a move in the wrong direction, and honours graduates were only marginally up at 253 (compared to 250 in 2014), which is again below target. Thus the area of postgraduate studies remains of significant concern.

Steps were taken during 2015 to substantially improve honours enrolments which, over the course of the next few years, should serve to reboot the system. However, it will be essential to understand and improve on the slow rate at which students in the system successfully leave it. It is also important to note that successfully



graduating students can actually reduce enrolment, and conversely an apparently healthy enrolment situation can conceal some stagnation, and, at least in the case of our doctoral enrolments, probably does.

Student headcount for international students grew at 302 (compared to 252 in 2014) but pass rates fell to 80,2% (compared to 85,9% in 2014). This is a matter of concern, but perhaps not surprising given the xenophobic activities, tightening visa controls, worsening regional economic situation and the effect that local unrest might have on international students in particular, being far from their support networks. The Faculty and University need to take special care of our international students in these circumstances.

Dropouts are a significant concern. Every year around 20% of our first years do not return for second year. Of these, around 70% are "F7" (academic exclusion). This is a university-wide concern, but Humanities consistently has one of the highest dropout rates. In 2016, we are participating in the Intensive Revision Programme, but we need deeper understanding of the reasons for academic exclusion if we are to identify the key points for effective intervention. In particular, a focus on the second quarter appears to be likely to be profitable, since it is here that problems arising in the frenetic first quarter may be remedied before the mid-year examinations.

There are national calls for decolonisation of the curriculum. Humanities disciplines are among the first that come to mind in discussions of decolonisation. This is probably because they have a large and obvious cultural component compared to more technical or practical disciplines, and perhaps also because (with some exceptions) they are neither technical nor regulated by professional bodies. The Faculty is well aware of the imperative to respond to the calls for decolonisation, but is generally wary of "bolt-on transformation", whereby modules on African history, philosophy, culture and so forth are simply inserted into syllabi that are otherwise unchanged. The hope is that we can achieve a much more thorough kind of decolonisation. The drawback is that a more thorough approach may threaten to take more time than we have. The Faculty is currently working on re-curriculating and in doing so will need to strike a balance between urgency and depth of reform, perhaps through a multi-step process.

## **HUMAN RESOURCES**

### ***Achievements***

The Temporary Staff budget was cut by 55% (before adjustment for inflation and annual salary increase) and the savings were included in our 2016 post budget, yielding one Professor, two Senior Lecturers and three Lecturers. This exercise took place mid-year and the financial environment became substantially tougher later in the year. This effort therefore appears to have been a good strategic decision, since this money is now retained in permanent posts, which are less vulnerable to potential future cuts than the Temporary Staff budget. This is in addition to the other benefits of the exercise, such as improved stability in the staff body, more opportunities for talent management and development, and more advantageous contracts for employees.

In 2015, the Faculty saw substantial growth in academic posts, some of which took effect in January 2016. In addition to the posts from the temporary to permanent conversion exercise, we gained one professorial post by transfer from another Faculty, three posts (two at Associate Professor and one at Professor) through the creation of the Institute for Pan-African Thought and Conversation, one new post at the Centre for Social Development in Africa, and two posts from DHET via successful applications to the nGap scheme. In addition, five academic posts were converted from fixed term to permanent.

### ***Challenges***

Fair and effective performance management remains a challenge. The existing system unhelpfully conflates management with reward functions, which lies at the root of several difficulties. It causes conflicts between responding appropriately to the individual and maintaining fairness in the allocation of rewards. It leads to inflation, since the only way within the system to identify a colleague as good is by identifying them as better than the median. It is generally seen as demeaning and demotivating by academic staff. And it is not very effective as a tool for dealing with problems, since the timescale for addressing problems is typically far shorter than

that of the performance management system. The challenge for the Faculty is to work within this suboptimal system to achieve the results that we want. Steps have been taken towards this (such as standardising research expectations per rank), and improving our management of staff performance, in a way that is respectful and effective, which is a strategic priority in 2016.

There is a need for more strategy in the way that posts and appointments are made. Despite our growth, resources are constrained, and some environments experience excessive demands. The Faculty is developing a set of strategic principles for the management of post allocations and appointments, including post-retirement appointments.

## **FINANCES**

### ***Achievements***

Our budgeting exercise was successful and smoothly executed this year, notwithstanding the wider situation. This included the cutting of the Temporary Salaries budget by 55% (see Human Resources above).

Detailed financial information is now presented regularly to Heads and Board of Faculty for improved transparency.

### ***Challenges***

About 75% of the Faculty's research and other funds are held in Departmental and individual research cost centres. Some of these are large and/or have shown little movement over some years. This represents a financial loss as well as an opportunity cost. The Faculty needs to understand its financial position and, in many cases, be emboldened to make use of the funds that are available.

## **RESPONSE TO THE HIGHER EDUCATION SITUATION**

The staff and the students of the Faculty displayed resilience during disruptions last year. Staff are to be commended for the extra effort entailed by ensuring that examinations were properly administered in more difficult conditions than usual, and marked on a compressed timescale. The Faculty has retained its operational integrity, and its response to the immediate situations as they have arisen, has been professional to the utmost.

The Faculty's response to the less immediate aspects of the situation has been less certain. This is partly because the situation has been, and remains, uncertain in itself, and for some time in 2015 it was also partly because immediate demands left little space for reflection. However, a considered and strategic response is clearly called for, in the shape of action, accompanied by clearly articulated accounts of the rationale for this action.

The main needs for action and accompanying articulation arise in respect of decolonising the curriculum and human resources matters. Reviewing the curriculum is a strategic focus for 2016 (see below) and decolonisation of the curriculum is a major driver here. Human resource matters include the appointment of staff from designated groups, the experiences of these staff within the institution, and the retention and recruitment of talent from designated groups. They also include more complex issues concerning the management of international appointments, and the management of staff who consider themselves black but are not part of a group designated by the Employment Equity Act. Cutting across the issues relating to race and nationality arise issues of gender and sexual orientation, presenting significant and often under-recognised arenas for decolonisation. The Faculty is responding to these complex matters through the process of developing its Human Resources strategy.

The Faculty has responded well in its seminar offerings, with a number of seminars, workshops and panels being hosted by various departments and centres on themes related to the current events. Some of these have attracted considerable interest. It is a sign of good academic health that our research seminars have responded so quickly and accurately to the situation, and there is every reason to expect that they will continue to track moods and events closely. The departments and individual academics running these programmes are to be commended, and deserve continued support from the Faculty and the wider University.

There remains a question as to whether the Faculty should or can respond in any more general way. The Faculty will continue to discuss this question in 2016 and will continue looking for positive contributions it might make to the national situation.

### ***Strategic focus points for 2016***

These focus points represent areas where there is an immediate need for action, which will produce short-term results (perhaps as well as longer-term), and which are of central importance. They do not represent a fair assessment of the whole Faculty, nor do they replace a strategic plan. They are merely a small number (no more than three) of action points on which the Faculty can take effective immediate action within the scope of the Faculty and University strategic plans. The points were proposed by the Dean and discussed by the Board of Faculty at its first 2016 meeting.

### ***Cutting dropouts***

Dropouts remain a significant challenge, as described above (see Teaching and Learning). The University is prioritising the reduction of dropouts and thus the Faculty is responding in kind. In particular, we need to focus attention on identifying the reasons for academic exclusion and the steps necessary for forestalling this.

The Faculty is working on its Intensive Revision Offering in this regard, and considering what other strategies it might develop.

### ***Managing performance***

The performance management system is neither popular nor effective, and the Faculty needs to supplement the system with its own strategies in order to achieve fairness and results. In particular, there is a need for joined-up thinking between the different areas in which demands are placed upon academic staff. There is also a need to better understand and delineate the role of a Head of Department.

The Faculty is developing responses to these needs through developing its Human Resources Strategy.

### ***Reviewing the curriculum***

This is driven by three imperatives.

- Decolonising the curriculum, including understanding what that means, and balancing depth of reform with the need for urgent responses.
- Assessing fitness for purpose of our degree offerings, in respect of obtaining employment, being prepared for further study, and achieving academic rigour.
- Resolving undesirable timetable clashes that restrict student choice and affect the viability of some programmes and departments.

We are setting up a process that will see every part of the curriculum reviewed in relation to these factors during the course of 2016.

A handwritten signature in black ink, appearing to be 'AB', followed by a long, sweeping horizontal line that extends to the right.

**Alex Broadbent (Prof)**

Executive Dean: Faculty of Humanities

# FACULTY OF LAW

## NATIONAL AND INSTITUTIONAL CONTEXT

Viewed from an institutional perspective, the Faculty of Law can be described as a relatively small faculty with a huge output. Indeed, when the substantial number of non-law students registered for service modules offered by the Faculty are also taken into account, it is one of the largest schools or faculties of law at residential universities with respect to the number of students it teaches.

## STAFF PROFILE

### *Academic members of staff*

At the close of the academic year on 31 December 2015, the Faculty had 49 full-time academic members of staff (excluding the Dean) who were appointed permanently or on fixed-term contracts exceeding one year. We had at that date 16 professors (including a professor emeritus), one associate professor, nine senior lecturers and 18 lecturers. All of the professors, the associate professor and three of the senior lecturers of the Faculty had doctorates. With a single exception, the remaining full-time academic members of staff all held master's degrees. Twenty-four (49%) of the full-time academic members of staff were female and 20 (40,8%) black. Nine had National Research Fund (NRF) ratings. One lecturer resigned and the only lecturer without a master's degree retired at the end of the year.

### *Support staff*

The Faculty has 25 budgeted posts available to appoint members of staff (excluding the Dean) on non-academic conditions of service to render support services in structures of the Faculty. They are required to perform activities relating to the academic projects that generate state subsidy. Two of the posts were vacant. Six of the 25 positions were filled by the Director of the Law Clinic (an admitted attorney), and three principals plus two clinic attorneys rendering professional services at the Clinic. Their appointments are of a professional nature; the University recognises it as such and hence the designation "support" staff is inappropriate for them (for example, it is possible for them to obtain the title of Adjunct Professor). Of the remaining 19 positions, three were filled by members who render support services in the true sense of the word in the Law Clinic, leaving 16 positions for the Head of Faculty Administration, the Faculty's Marketing Coordinator, Faculty Officers, Executive Secretary and Departmental Secretaries.

One non-academic member of staff was appointed on contract from external funds to render support services in the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), while five were appointed (three permanently) and paid from the income derived from offering non-subsidised programmes to render services in the Faculty's Division administering non-subsidised programmes. Of the 29 full-time members of staff who were employed on non-academic conditions of service, 23 (79,3%) were female and 15 (51,7%) black.

## TEACHING AND LEARNING

### *Student profile*

A total of 1 725 students were registered in 2015 for the Faculty's undergraduate and postgraduate programmes. For several years now, the majority of students in the Faculty have been female (999), although the percentage of female students in 2015 decreased marginally from 59,3% to 57,6%.

Of first-time entering law students who registered in 2015, 87,5% had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is halved). Of the first-time entering law students, 46,4% were from high-performing South African schools (Quintile 5), while 22,5% were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is closely split between teaching in the traditional law modules to law students and teaching in service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2015, the module registration in the traditional undergraduate law modules amounted to 9 310, as well as 6 151 in the undergraduate service modules. In addition, the registration for modules in the master's programmes in law by coursework was 535.

### *Success rates*

Based on HEMIS's reporting on course registrations, the success rate in respect of the undergraduate service modules was 83% (2014: 88,4%). The success rate in the traditional undergraduate law modules in the Faculty was 85,04% (2014: 84,9%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed to an improved success rate in those modules.

### *Degrees conferred*

The Faculty conferred 383 undergraduate and postgraduate degrees during the graduation ceremonies held during 2015. The number of graduates calculated with reference to the graduation ceremonies of March, May, September/October over the past ten years was as follows:

**Table 40: Number of undergraduates**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
BA (Law)	14	11	30	34	26	36	40	19	30	21
BCom (Law)	65	68	77	52	67	58	16	45	43	54
LLB	216	194	235	199	198	140	187	182	232	248
<b>Total</b>	<b>295</b>	<b>273</b>	<b>342</b>	<b>285</b>	<b>291</b>	<b>234</b>	<b>243</b>	<b>246</b>	<b>305</b>	<b>323</b>

**Table 41: Number of postgraduates**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
LLM (coursework)	16	19	21	18	30	22	32	30	48	58
LLM (dissertation)	0	0	0	0	3	1	1	0	0	0
MPhil	5	2	4	2	0	5	3	3	2	0
LLD	1	1	0	1	1	1	3	1	0	2
<b>Total</b>	<b>22</b>	<b>22</b>	<b>25</b>	<b>21</b>	<b>34</b>	<b>29</b>	<b>36</b>	<b>34</b>	<b>50</b>	<b>60</b>

As shown above, 323 undergraduate and 60 postgraduate degrees were conferred in 2015.

### ***First Year Experience***

At the University of Johannesburg the First Year Experience is built on the premise that every first-year student will be treated with the appropriate respect due to all citizens in South Africa. The First Year Experience has been conceptualised as a holistic programme that encompasses all aspects of the first-year experience in the context of an invitational and equitable institution. It comprises both curricular and extracurricular initiatives. It attempts to establish an ethos and a way of life, through which all first-year students will experience the transition into university life.

The Faculty's first-year programme includes an integrated tutor system. Tutors play an integral role in teaching and learning at the Faculty and are introduced to first-year students during the First Year Seminar. The structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. During these visits, learning occurs in a variety of modalities. Magistrates, judges and prosecutors take time from their busy schedules to speak to the students about their work.

In a six-week evaluation of their experience at UJ, 81,40% of first-year law students indicated that they would still choose UJ if they had to choose again. A total of 80,9% of the students rated the First Year Seminar (FYS) as good or very good. Successful social integration activities as part of FYS and FYE resulted in 89,5% of the first-year students indicating that they had been able to make friends. After the first six weeks, 91,47% of the students indicated that they had had personal contact with a tutor, compared to the UJ average of 64,01%. Of our first-year students, 57,6% are female and 62,7% are first generation students. Only 37,3% indicated that English was their first language.

### ***Teaching innovation and quality control***

On second-year level, the Faculty made use of the services of a dedicated writing consultant for Law of Delict. The consultant provided support and development on second-year level and was funded by the Attorneys Fidelity Fund.

Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights and Administrative Law. The Faculty has a well-developed grievance procedure to deal with student complaints.

In order to promote an academic mindset that is open to new ways of tuition for a diverse student body, Faculty and Departmental meetings are structured to provide a platform for lecturers to review and reflect on their teaching practices, share experiences and generate research and scholarship directly from their own teaching practices and experiences.

During 2015, 34 teaching evaluations and 27 module evaluations were undertaken. In addition, the Faculty had two programme reviews (Higher Certificate in Criminal Justice and Forensic Investigations, and research LLM and LLD programmes) and an international Faculty review by a panel including external experts.

### ***Moot courts***

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions. Apart from participation in the annual First-year Moot Court Competition, the Faculty participated at the following moot court competitions in 2015:

- From 5 to 10 October 2015, two of the Faculty's students participated in the All Africa Human Rights Moot Competition, which was held in Lusaka, Zambia. More than 65 moot teams from all over Africa competed in the competition, which is the largest moot competition on human rights in Africa. The UJ team did well and achieved an average of more than 74% for the memorial and oral performance combined, placing them in the top 15% of the teams.
- The 2015 Child Law Moot Court Competition took place on 18 and 19 September 2015 at the University of Pretoria. The UJ team comprised a second-year LLB student and a final-year LLB student. The team took part in preliminary rounds on 18 September 2015 and they went on to contest the final against the University of the

Witwatersrand at the Palace of Justice in Pretoria on 19 September 2015. After the final rounds, the University of Johannesburg students were declared competition winners for 2015 as announced at a closing event.

- The Faculty participated in the 11th Annual UVOFS First Year Moot Court Competition from 2 to 3 October 2015.

In addition to formal moot court competitions, all students in the Faculty get the opportunity to prepare written heads of arguments and to present an oral argument in the UJ Moot Court as part of their assessment in the modules Introduction to Legal Studies and Law of Civil Procedure. The Faculty considers activities of this nature as forming an important part of the curriculum and as being activities essential to equipping students with necessary skills, knowledge and confidence to enter the legal profession.

### ***Non-subsidised programmes***

In 2015, the Faculty presented ten non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law and the drafting and interpretation of contracts. Several of the programmes are presented in two-year cycles and comprise more than one module. In 2015, there were 1 846 students enrolled for these programmes. Of these, 1 516 students successfully completed the programmes for which they were registered. The programmes drew students from several African countries, mostly from the SADC region but also from countries further afield. The programmes generated a gross income of more than R19 million, which resulted in a net surplus to the Faculty of around R5.1 million. More than R1 million, however, is earmarked for the Law Clinic.

### ***Recognition of top achievers***

The Faculty recognises its top achievers at the annual prize-giving function, which is generally known as the Prestige Evening. This is an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsor prizes and bursaries (some as high as R40 000 per student) for purposes of this function. The occasion provides a firm link between the Faculty and its sponsors, alumni, student prize winners and their parents. The event is attended by a range of stakeholders, including members of the judiciary, bar, side bar and business world. During the Prestige Evening held on 20 May 2015, awards, prizes and bursaries were awarded in 83 categories to 98 recipients.

### ***Bursaries and meal vouchers***

During 2015, the Faculty granted bursaries to 30 students who were unable to pay their tuition fees and did not qualify for the National Student Financial Aid Scheme (NSFAS). The financial needs of our students have increased since 2014, as in 2014 only 18 students received bursaries. The Faculty for the first time had to accommodate first-year students in respect of bursaries during the second semester, as they were unable to pay tuition fees. Many of our students live with a grandparent who receives a social grant or with a sibling. A number of students are part of the "missing middle". Many of these parents are nurses and teachers and cannot afford tuition fees. The bursary amounts varied from R9 000 to R25 000.

Students who receive bursaries form part of a mentor group. They have to regularly consult with one of the academics responsible for the bursaries and meal vouchers in respect of their academic performance. They discuss challenges they experience and provide the academic with reports on their progress. Between them, these students obtained 64 distinctions. One student obtained 14 distinctions and another nine. Four of these students completed the LLB degree in 2015. One student obtained his qualification with distinction.

The Faculty also granted 68 meal bursaries during 2015, in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest in the Student Centre. In 2014, 24 meal bursaries were allocated. This is a clear indication of the need for assistance among our students. The need for both financial aid and food has increased year-on-year since the Faculty started the scheme in 2009.



### ***Local partnerships***

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers were involved in coordinating and presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities.

The Faculty's relationship with the profession enables it to work closely with various law firms in, for example, securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. Prominent South African law firms, like Cliffe Dekker Hofmeyr and Werksmans Attorneys, formed part of the Faculty of Law's FYS programme and gave aspiring lawyers a sense of what they can expect when they enter the legal fraternity. In addition, a great number of law firms and other organisations within the legal industry attended the annual UJ Law Career Fair on 13 May 2015. This Faculty and PsyCaD host this event jointly.

The Faculty's relationship with stakeholders in the industry benefits not only the Faculty and academic staff members, but also ultimately its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. Judge Edwin Cameron addressed the first-year students during the First Year Seminar held in January 2015. Judge A van Niekerk presented a lecture in the Faculty's LLM (Labour Law) programme during the first semester of 2015.

Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises and cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. They are called upon to provide leadership and technical assistance inside and outside the University and in both the local and the international arenas. They do so in various capacities, including as members of workings groups, steering committees, editorial boards and discipline-related societies.

### ***International partnerships***

The Faculty has active exchange agreements with 16 foreign universities, namely Beijing Normal University (China); Erfurt University of Applied Sciences (Germany); Free University of Amsterdam (the Netherlands); Friedrich-Schiller University of Jena (Germany); International University of Business Agriculture and Technology (Bangladesh); National Law University in Delhi (India); National Law University in Jodhpur (India); Reykjavik University (Iceland); Saarland University (Germany); Strathmore University, Nairobi (Kenya); Universidade Agostinho Neto (Angola); the University of Augsburg (Germany); the University of Antwerp (Belgium); the University of Malawi (Malawi); Yeditepe University (Istanbul, Turkey); and Zanzibar University (Tanzania). It also concluded a cooperation agreement with the Graduate School of the Public Prosecution Service of Brazil.

The Faculty is in the process of negotiating memoranda of agreement with the following institutions: Pontificia Universidad Catolica de Chile (Santiago, Chile); University of Cape Coast (Ghana); Masaryk University (Brno, Czech Republic); University of Ljubljana (Slovenia); and University of Cornell (Ithaca, New York). Apart from this, the Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is a member of the International Association of Law Schools (IALS). It actively participates in the activities of the IALS, which include the Annual African Law Deans Forum and the IALS Annual Meeting.

## **RESEARCH FOOTPRINT AND IMPACT**

### ***Publications, conferences and seminars***

#### **Publications**

The Faculty hopes that by the time the University's research claims are submitted to the Department of Higher Education and Training, these will include at least 48.50 subsidy-generating publication units in respect of

articles published by members of the Faculty. It will also seek to submit claims in respect of one co-authored book, ten chapters in books and eight conference proceedings. Faculty members were involved in editing several books and contributed numerous chapters in non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications. These include articles in non-accredited journals and several book reviews.

### **Conferences and seminars**

Annually, Faculty members present around a hundred research papers at conferences, symposia, workshops and the like. The Faculty follows a programme of Faculty seminars in order to enhance the publication and research output of staff members. At these seminars, staff members present papers on research projects in progress, or on completed research before its submission for publication. In some instances, papers that have already been delivered at national or international conferences are repeated for the benefit of all Faculty members. Thirteen seminars were held in the course of 2015.

### **Public events**

In addition to the events mentioned elsewhere, the Faculty of Law, together with the US Department of State, hosted a public lecture on 17 April 2015 with the Deputy Director Scot Beckenbaugh of the US Federal Mediation and Conciliation Service (FMCS), on the topic: "Alternative Dispute Resolution Techniques for Resolving Labor-Employer Conflicts". The FMCS is the United States' equivalent to South Africa's Commission for Conciliation, Arbitration, and Mediation (CCMA).

On 20 April 2015, the Faculty of Law hosted Judge Diarmuid O'Scannlain. Justice O'Scannlain is the United States Circuit Judge for the Ninth Circuit and he addressed the academic colleagues as well as their students on current pertinent issues affecting legal education.

The Black Lawyers Association (BLA) Student Chapter at UJ in collaboration with the Law Faculty hosted a highly interactive panel discussion during September 2015. The main objective of this discussion was to try and sensitise students to the impacts of corruption in our societies, so that students become more knowledgeable and less apathetic to issues of corruption. The panel consisted of Advocate Gerrie Nel, Chief Magistrate Desmond Nair, National BLA President Busani Mabunda and the Deputy Director of Public Prosecutions, Advocate Dan Dakana.

The Faculty of Law and the South African Research Chair in International Law hosted an international conference entitled *Boko Haram and International Law: Mapping the Legal Terrain for Responding to Insurgencies and Armed Conflicts in Africa*. The two-day conference explored a wide range of legal issues such as the international humanitarian law and international criminal law aspects of the conflict. The conference saw delegates from Europe and various African countries participating.

The South African Research Chair in International Law at the University of Johannesburg hosted the South African launch and open discussion of the Oslo Principles on Global Climate Change Obligations.

The Faculty of Law, in partnership with the University's Library and Information Centre, hosted a book discussion by June Steenkamp. June Steenkamp is the mother of Reeva Steenkamp, who was shot dead by her Paralympian boyfriend Oscar Pistorius in the early hours of Valentine's Day 2013. She highlighted some of the fond memories she shared with Reeva Steenkamp, the justice system and the horror and pain of domestic violence.

Last but not least, the UJ Law Student Council organised the 2015 Law Ball. This is a black tie event to bid farewell to final-year law students. The 2015 Law Ball's special guests included Justice Lebotsang Bosielo and Advocate Barry Roux. They addressed the students and encouraged them on their career paths that lay ahead.

### **Research structures**

The Faculty of Law has four active research centres, namely the Centre for Banking Law, the Centre for International and Comparative Labour and Social Security Law (CICLASS), the Centre for Private International Law in Emerging Economies, and the South African Institute for Advanced Constitutional, Public, Human Rights and International

Law (SAIFAC). These research centres produce publications, arrange seminars and submit reports to national and international bodies.

### **Centre for Banking Law**

The Centre for Banking Law has two main issues to report on. Firstly, the Annual Banking Law Update (ABLU™) Conference was held at the auditorium of Norton Rose Fulbright attorneys in Sandton on 28 May 2015. The attendance was excellent (approximately 130). There were five international speakers, three from Germany, one from Luxembourg and one from Canada, and twelve South African speakers (who included bankers, academics and legal practitioners). The Centre also sponsored Dr Joy Malala, the newly appointed banking law lecturer at Strathmore in Kenya, to attend the conference.

The conference papers were edited, paginated, indexed and published in book form. It has been brought to the attention of the Centre by the Law Librarians at UJ that the ABLU books are often requested from outside. They have also been cited in case law. Against this background, it is part of the planning of ABLU 2016 to have the conference papers peer reviewed in future in order to attract DHET subsidy for the research.

Secondly, the Centre explored the possibility of obtaining membership of the International Chamber of Commerce (the ICC), which, through its Banking Commission, does much important work relating to banking law. With this in mind, the Centre's Director approached the South African branch of the ICC last year and met with its Director.

### **Centre for International and Comparative Labour and Social Security Law (CICLASS)**

In 2015, the Centre for International and Comparative Labour and Social Security Law (CICLASS) celebrated its 21st year of existence. The Centre maintained a number of collaborative relationships with colleagues and institutions locally (e.g. Friedrich Ebert Stiftung (South Africa Office) and the International Labour Organisation (South Africa Office)) and overseas (e.g. Max Planck Institute for Social Law and Policy (Munich, Germany)). In addition, the Centre regularly participated in the activities of the Southern African Social Protection Experts Network (SASPEN) and is represented on SASPEN's Steering Committee. The Centre staff published two books and several book chapters in 2015. In addition, they presented papers at several local and international conferences.

### **Centre for Private International Law in Emerging Countries**

The Hague Principles on Choice of Law in International Commercial Contracts entered into force on 19 March 2015. The Director was the sole member from sub-Saharan Africa on the Working Group on Choice of Law in International Contracts, consisting of approximately 20 experts on private international law, which drafted the Principles under the auspices of the inter-governmental Hague Conference on Private International Law during 2009 to 2015. He represented South Africa at the Special Commission on Choice of Law in International Contracts and was a member of its drafting committee. He also contributed to The Hague Conference's official guide to The Hague Principles with primary drafting responsibilities in respect of the preamble and Articles 4 and 5. The Principles were since endorsed by the United Nations Commission on International Trade Law and the International Chamber of Commerce. They have been translated by the UN Translation Services, from the original English and French, into Arabic, Chinese, Russian and Spanish. The Hague Principles are intended to be used in the interpretation, supplementation and development of rules of private international law by courts and arbitral tribunals and legislators at national, regional, supranational and international level.

The Director is the sole member from Africa on the Governing Council of UNIDROIT (the International Institute for the Unification of Private Law) in Rome. In this capacity, he contributed to the sections on private international law in the *Legal Guide on Contract Farming* (2015), compiled by UNIDROIT, the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development. The Deputy Director attended the 2015 annual meeting of the Governing Council as observer for South Africa.

The Research Centre provided a report at the request of the Department of International Relations and Cooperation on the Commonwealth Secretariat's Model Law on the Recognition and Enforcement of Judgements in the Commonwealth.

Various seminars, workshops and conferences were arranged. Speakers included one of the world's foremost comparative lawyers, Prof TM Kadner Graziano from the University of Geneva, and Prof M Pertegás, First Secretary of The Hague Conference on Private International Law, who spoke on *Present and Future Plans of The Hague Conference on Private International Law, Particularly in Africa*. A conference was held on *Commercial Private International Law in East and Southern Africa*, with ample participation from East Africa, Southern Africa, Europe and international organisations.

The doctoral thesis of the Centre's Deputy Director was accepted at Leiden University by the appointed examination committee. The thesis, entitled *Contractual Capacity in Private International Law*, contains a comparative study of approximately 65 national legal systems and regional, supranational and international instruments, leading to proposals for incorporation in future national, regional, supranational and international instruments. This is perhaps the most comprehensive and inclusive comparative study in private international law in history, comprising all major civil-law, common-law and mixed legal systems, and developed and emerging jurisdictions.

A joint PhD programme with the University of Lucerne in Switzerland has been referred for approval by the Faculty Higher Degrees Committee. Three associates of the Research Centre are lined up to register under this programme. The same staff members completed a one-month internship at UNIDROIT in Rome in terms of an agreement between the Research Centre and UNIDROIT. There are only seven such agreements in place globally; this is the only agreement with a university in Africa.

#### **South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)**

In the past year, SAIFAC's profile has grown both nationally and internationally in the fields of constitutional, public, human rights and international law (its fields of focus). The major highlight of the year for SAIFAC was hosting a round-table of the International Association of Constitutional Law (IACL). Very few universities are privileged to have an official round-table approved by the Executive Committee of the IACL as well as to host an Executive Committee meeting at their university: only two such events are held per year. SAIFAC ran the round-table on the theme *The "New" Separation of Powers: Can the Doctrine Evolve to Meet the C21 Context?*

Some of the luminaries of constitutional law from around the world attended the conference including Prof Vicki Jackson from Harvard University, Prof Manuel Cepeda who was a former Chief Justice of Colombia and is currently President of the IACL, Prof Mahendra Singh from the National Law University in New Delhi, Prof Adrienne Stone of Melbourne University and First Vice-President of the IACL and Prof Xavier Philippe of the University of Aix-en-Provence.

There were over 40 international guests including presenters who attended the conference and over 100 people who attended the conference throughout. Thanks to a partnership with the Gauteng Convention Centre, international guests were also treated to a tour of Johannesburg and Soweto. The conference received sponsorship from the Konrad Adenauer Stiftung. The organisers – the Director of SAIFAC, Prof David Bilchitz, and Prof David Landau of Florida State University – have secured a book contract with the esteemed international publisher in law Edward Elgar to publish some of the contributions from the conference.

In the first part of the year, SAIFAC was also able to form a partnership with one of the major universities in China, the Renmin Law School, to run the first major conference in China on 'LGBT Rights and Legal Reform: a Comparative Approach'. This ground-breaking conference involved some of the top academics from around the world – including Prof Kendall Thomas from Colombia, Mr Nicholas Bamforth from the University of Oxford, Prof Pierre de Vos from the University of Cape Town, Prof Frans Viljoen from the University of Pretoria, and Prof David Bilchitz from SAIFAC/UJ – engaging with top Chinese academics around questions of LGBTQ (lesbian, gay, bisexual, transgender and queer) rights. Some of the papers are due to be published in the journal *Frontiers of Law* published by Renmin Law School.

Later in the year, SAIFAC also ran a groundbreaking conference on *Mental Health and Human Rights*, an issue which has not received as much attention as it deserves. The conference was multi-disciplinary and brought

together legal academics as well as psychologists, psychiatrists and government officials to address this important question. The conference was also extremely well-attended with 100 people having registered. SAIFAC received a grant of R100 000 from the South African Medical Research Council to run this conference. Many of the papers presented will also be included in a special edition of the *South African Journal on Human Rights* on the topic in 2016.

In terms of conferences, SAIFAC ended the year with its regular outstanding two-day conference evaluating the work of the Constitutional Court in the previous year. A number of excellent, mainly local, presenters engaged in deep discussion during the course of the conference. The conference was supported by the Konrad Adenauer Stiftung. It is the precursor to a volume of the journal *Constitutional Court Review* that publishes revised pieces of the papers presented. *Constitutional Court Review* became accredited by the Department of Higher Education and Training at the end of 2015.

Apart from its cutting-edge conferences, SAIFAC continued to run an exciting set of ad hoc seminars during 2015. These included a talk by Lady Justice Mary Arden of the Court of Appeals of the United Kingdom on Euthanasia and Prof Sheldon Leader on Business and Human Rights and the Threat of Fragmentation. It organised, together with the UJ Law Library, a book launch by Dr Tarunabh Khaitan of the University of Oxford who spoke about his recent book on discrimination law. Prof David Bilchitz, Director of SAIFAC, also delivered his inaugural lecture on the topic of *Can the Constitution Bridge the Divide between Ideal Justice and the South African Reality?*

SAIFAC continued to excel in terms of its publication output, especially for a small institute: its researchers published eight publications, seven of which attracted DHET subsidy. SAIFAC had only two full-time researchers per year who helped to produce this research output. Its publications in 2015 all took place in the leading high-impact journals in South Africa such as the *South African Journal on Human Rights* and *Acta Juridica*. SAIFAC is also proud of its work in helping to enable young up-and-coming scholars in public and human rights law to develop their writing and research skills and to publish in these top journals.

The researchers at SAIFAC have continued to excel in their careers with Michael Dafel studying towards a PhD at the University of Cambridge; Ngwako Raboshakga being appointed the head of the pro-bono project at Edward Nathan Sonnenberg; Meghan Finn, studying towards a BCL at the University of Oxford; Juha Tuovinen studying towards his PhD at the European University Institute; and Serges Kamga being promoted to Associate Professor at Unisa.

During 2015, SAIFAC put in a bid to conduct research for the International Institute for Democracy and Electoral Assistance, a major NGO working on constitutionalism worldwide. The project was to focus on the performance of the South African Constitution after 20 years since its being passed. The high-standing of SAIFAC internationally led it to be awarded this contract, which is worth over R1 million. SAIFAC increased its team of researchers during 2015, and conducted a survey on attitudes of the South African public towards key facets of the constitutional order. The report is currently being revised for publication and release at a major conference in May 2016.

To promote constitutionalism and human rights more widely in society as a whole, SAIFAC continued to work together with Constitution Hill and the Constitutional Court Law Clerks to produce the Constitution Hill Debating Tournament. It managed to raise R100 000 for this worthwhile endeavour. The aim of the tournament is to educate learners about the Bill of Rights in an exciting, informal format as well as to develop their analytical and oratory skills. In 2015, the project reached 50 schools from previously disadvantaged schools in three areas: Tembisa, Katlehong and Soweto.

The focus is also on the qualitative improvement of learners' skills. Eight of the schools were selected for the quarter- and semi-finals, which took place on Constitution Hill where the teams were given a tour and talk about the history of the origins of the Bill of Rights. The finals took place in the historic venue of the Women's Jail. SAIFAC hopes to continue in this way to use its expertise in fundamental rights to improve learners' understanding thereof and to deepen a culture of respect for rights in our society.

## **Law Library**

The Faculty is particularly proud of the Law Library. The senior members of the Faculty ensure that the collection is maintained and continuously expanded to allow the academic members of staff to remain at the cutting edge of their disciplines and enable the researchers to produce publications of international stature. Foreign visitors are extremely impressed by the Law Library and confirm that it is a world-class one. The Faculty has a close relationship with the law librarians and values their contributions to the success of the Faculty, including the training they provide to our undergraduate and postgraduate students. The Faculty also partners with the Library to host prominent speakers on a variety of topics.

The Faculty of Law Research Guides were introduced in 2015 to provide a starting point for training students and also serve as an online communication tool. They provide guidance to students on locating different sources in the library in print and electronically, as well as give research assistance. The usage statistics for these guides were the highest of all faculties within UJ.

A new semester course for the first years, Legal Skills, was presented for the first time in 2015. The Law Library supported the students by offering a tour of the library and touching on the major electronic resources that can be used for legal research. This was followed by a compulsory assignment that formed part of their semester mark. The assignment and memo were compiled by the law librarians and marked by the Legal Skills tutors. The law librarians trained the law library assistants who then presented. The training was well attended (375 out of 380 students).

In the first semester, the English for Law students had research training in groups (12 groups = 83 students attended) to assist them to locate sources for their essay topics. Law Library support material (PowerPoint presentations) was also provided in the Faculty of Law Research Guide for both semesters.

Legal research training was conducted for the Introduction to Legal Studies students to assist them in preparing for Moot Court. Training was provided in the second semester and a Moot Court page was created on the Faculty of Law Research Guide.

Four subject-specific Faculty of Law Research Guides were created in 2015 to assist the postgraduate students. Subject specific training sessions were offered to LLM (by coursework) students. A total of 45 students attended the eight scheduled training sessions.

Three events took place in 2015. The Law Library collaborated with the Faculty of Law on the organisation of the following events:

- A public lecture with guest speaker Professor Dire Tladi (University of Pretoria) on the topic 'International law, immunities and the AU – ICC relations' on 27 March 2015.
- An information session with Nedbank on a career in compliance management on 11 August 2015.
- The South African book launch of *A Theory of Discrimination Law* by Dr Tarun Khaitan (Associate Professor & Hackney Fellow in Law at Wadham College, Oxford) on 8 September 2015.

A total of 946 book titles were added to the law collection in 2015. Numerous electronic titles, formerly available in loose-leaf and databases such as SCC Online (India's premier legal database) have been ordered and received.

The Law Library was selected as repository library for UNIDROIT (International Institute for the Unification of Private Law).

A total of 5 438 clients were assisted in the Law Library during 2015. This would not have been possible without a dedicated team of law library assistants.

## **Journal of South African Law**

The *Journal of South African Law* (better known by its Afrikaans acronym TSAR – *Tydskrif vir die Suid-Afrikaanse Reg*) is edited by members of the Faculty. Since its launch in 1976, a symbolic year in our country's history, the Journal has grown into one which has been included, since 2009, on an internationally acknowledged leading

list of accredited journals (the *Social Sciences Citation Index* (SSCI) under the auspices of Thomson-Reuters in the US). It is also fully indexed and covered by Scopus under the auspices of Elsevier in Europe, included in the ERA recognised list of scientific journals for Australia, and has been available on HeinonLine electronically for more than two decades, albeit with a hold-back condition. This international coverage has enlarged the international footprint of the Journal. The research published in it is to the advantage of the authors and indirectly serves as a showpiece for this institution.

The Journal appears punctually four times a year (first week of February, May, August and November, and most of the time even a couple of weeks in advance, also a unique position given that some other journals have lag-behind times of more than 24 months). This is only possible thanks to the selfless contribution of the editorial team.

TSAR is one of South Africa's most voluminous journals and in 2015 consisted of 933 pages. Taking into account that TSAR publishes more than 650 words per page in comparison to the average of 450 words per page of the next best two recognised general law journals in this country, it may be argued that the contribution of TSAR towards publication of serious first league research results is currently unequalled.

During the reporting year, a total of 60 academic articles that met the stringent double-blind peer-vetting requirements were published, including 33 from non-UJ affiliated contributors of whom nine are foreigners from, inter alia, the United Kingdom, Belgium and the Netherlands. This is a clear indication of the internationally accepted standing of this Journal and no other first-league South African general legal journal can boast of more foreign contributors during the reporting year.

The contributions in the Journal have been quoted (and often followed) by our courts in reported judgments over the years, including the Constitutional Court and the Supreme Court of Namibia. This is deemed to be the best measure to weigh the real impact factor of any legal contribution worldwide and is to be preferred to the so-called citation counting that is acceptable among some other disciplines.

Every rated legal textbook on South African law contains numerous references to and citations of contributions that have been published in TSAR. Contributions published in this Journal are also often cited in international publications. By becoming in 2009 one of only a handful of South African law journals to be included on an internationally acknowledged list and the only general legal journal to attain this standing among internationally acclaimed and accredited journals, the scholarly content of the journal is recognised internationally.

This stature was further enhanced by the inclusion of the Journal in Scopus, the largest abstract and citation database of research literature and quality web sources covering more than 18 000 titles from more than 5 000 publishers, including 16 500 peer-reviewed journals in the scientific, technical, medical and social sciences (including the arts and humanities) fields.

The aforesaid is clear proof of the very significant footprint or impact of this Journal. TSAR acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection and is the only South African legal journal to be included in the renowned *KJB*-index published under the auspices of the German *Bundesgerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany.

The internationally recognised and respected position of TSAR also belies the often heard perception among South African academics and university administrators that research published in Afrikaans is "wasted" and does not receive any recognition. It is simply not true. Quality research is recognised for the quality of the research irrespective of the language it is published in. If a reader, because of his/her own language impediment is unable to read and comprehend the content, this fact can only reflect negatively on the potential reader, not on the quality of the published research.

## **COMMUNITY SERVICE**

### ***Law Clinic***

The University of Johannesburg Law Clinic continued to operate at three offices, namely the Soweto Campus Law Clinic (with two attorneys), the Doornfontein Campus Law Clinic based at the Doornfontein Campus (with



one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). No fewer than 262 students were initially registered for the subject Applied Legal Studies of which the Law Clinic forms part, and of those, 258 students performed clinical work in the Law Clinic, combining both community engagement and service learning in the process. Full unconditional exemption was granted to five students who had previously completed articles as candidate attorneys.

A total of 1 364 consultations with members of the community with low or no income were conducted by final-year law students. The value of the free legal services rendered by the students, when considered against an average bill-out rate amounting to R850.00 per hour in any private attorneys' practice, amounts to R15.35 million.

For the first time ever, the final-year law students were also required to do ten hours of community service of the non-legal kind at a Non-Government Organisation (NGO) or a Non-Profit Organisation (NPO) of their choice. These ten hours were added to their 70 hours of legal work at the Law Clinic, to enable them to complete the required 80 hours of community service at the UJ Law Clinic.

The five attorney positions at the UJ Law Clinic have been permanent positions since 2014. At the DFC and SWC Campus Law Clinics, a permanent legal secretary assists the attorneys and students. At APK, there is a senior legal secretary who also acts as office manager for the whole of the UJ Law Clinic and who manages the finances. The Law Clinic's first ever candidate attorney from the ranks of the lecturers completed her articles at the DFC Law Clinic on 1 July 2015.

Two of the attorneys successfully completed the second year of their coursework LLM studies at the UJ and at the University of Pretoria respectively. The Principal Attorney at the APK Campus Law Clinic still has to finalise her mini-dissertation at UP in 2016. The attorney at the APK Campus Law Clinic has completed all modules for his LLM degree at UJ and is awaiting his final results. The attorney at the SWC Law Clinic completed his research proposal for an LLM in the Law of Evidence to be done at the UJ. The research proposal will go to the Higher Degrees Committee of the Faculty of Law early in 2016.

At the Society of Law Teachers of Southern Africa's Conference in Durban from 6 to 8 July 2015, two attorneys from the UJ Law Clinic as well as the Director presented papers. Two attorneys, the Director as well as the candidate attorney, also represented the UJ Law Clinic at the SAULCA Winter Workshop in Durban. The Director of the UJ Law Clinic was elected to the office of Vice-President of the South African University Law Clinic's Association (SAULCA) at the Annual Winter Workshop in Durban in July 2016. He previously also served a term as a member of the executive committee of SAULCA.

One of the attorneys was appointed as a legal representative for the minor children in a Hague matter in terms of The Hague Convention on Abduction, as per section 279 of the Children's Act, in the High Court of South Africa, Gauteng Local Division, Johannesburg.

Our attorneys continued with their interaction with presiding officers in and around Johannesburg about contentious issues on the law and procedure. This in some cases resulted in a policy change in particular courts.

The attorneys of the UJ Law Clinic further appeared on TV and radio programmes and were quoted in the media on legal matters. They were also involved extensively in the Law Society of South Africa's Legal Education and Development (LEAD) courses for candidate attorneys. A number of LSSA-LEAD seminars, presented by the Law Society of South Africa for practitioners, as well as seminars presented by the Law Society of the Northern Provinces and the Vereniging van Regslui vir Afrikaans, were attended by the Director and attorneys of the Law Clinic.

In the report on the 2015 peer review of the Faculty of Law, conducted by a panel of international legal experts and chaired by Prof Christopher Forsyth of the University of Cambridge, the Faculty was commended on the work of the Law Clinics and how this is being integrated into the LLB programme.

## **FACULTY GOVERNANCE**

The Executive Dean's Committee of the Faculty of Law is the management committee of the Faculty. It operates within the UJ policies. The Committee normally meets twice a month during the academic year. The standing

points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, Faculty administration, academic matters, community service and transformation. This system has worked well in the past owing to the fact that the Executive Dean, Vice-Dean, Head of Faculty Administration and all the Heads of Departments are members of the Executive Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been built up primarily from third-stream income over the years, are utilised for causes including supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty, and the continuous improvement of the Law Library.

## **THE WAY AHEAD**

The Faculty of Law had a successful year in 2015. To ensure the continued success of the Faculty, there are a number of challenges that it will need to address. These challenges, some of which are not unique to the Faculty of Law at UJ, include the aging professoriate. In light of the abovementioned challenge, the Faculty will continue in 2016 to support the development of its junior members of staff. It should be mentioned that 18 academic members of staff at the Faculty were appointed at lecturer level. The support provided is aimed at, among others, assisting the members of staff without a doctoral degree to attain such a qualification as well as teaching and research capacity development.

In addition, it should be recalled that the Faculty underwent a review process by an international panel last year. Thus, the Faculty will continue to implement the recommendations of the panel, which include making every effort to ensure that the research effort and capacity to research are more evenly spread among its members. By way of example, the long running UJ Faculty of Law seminar series is being reconfigured and it is being replaced by quarterly research workshops where senior and junior members of staff collaborate with the view of producing subsidy bearing research output. Furthermore, the LLB programme of the Faculty is due for a national review later in the year. Great progress has been made to ensure a successful review. A steering committee, comprising largely the Executive Dean, Heads of Departments and a consultant, is driving the process.

## **CONCLUSION**

In conclusion, I would like to thank the Management Executive Committee of the University for their support. I also wish to thank the Executive Dean's Committee for their hard work. In addition, I would like to acknowledge the contribution of my predecessor Prof Patrick O'Brien for having managed the Faculty so well over a period of seven years. In addition, I would like to thank each and every member of the Faculty (academic and support staff) and our students for their hard work and dedication. Last but not least, I wish to thank the alumni, friends and partners of the Faculty for their continued support. The Faculty is proud that its activities can assist the University to realise its vision of being an international university of choice, anchored in Africa, dynamically shaping the future.



**Letlhokwa George Mpedi (Prof)**

Executive Dean: Faculty of Law

# FACULTY OF MANAGEMENT

*"The best time to do something is 20 years ago; if you have missed that, the second best time is probably to do it now."*

## **CONNECTING THE DOTS**

The past year drew attention to the state of our beloved country. Looking into the mirror held up by our students compels us to take stock of the impact of the Faculty of Management on others' lives. Edward Freeman coined such consideration as Stakeholder Theory in 1984. In exploring how the morals and values of an organisation impact on society at large, Freeman argues that stakeholders are required to contribute a great deal of listening and understanding to get to the platform from where society can start to sculpt a better future. The question is what type of nation does the Faculty want to help build and how? This report connects the dots towards a better future, by reflecting on why we do what we do.

The Faculty develops sought-after organisational leaders who create legacies by working closely with both the public and private sectors. Our journey since 2011 shows systemic and systematic improvement of the quality of management education offered to our country and continent. By shifting towards knowledge production and practice of sustainable development, our teaching, learning and research stay relevant. Since 2011, our graduate output has improved by 13%. The graduate employment rate now stands at 91%. Research output has grown by 64%. Third-stream revenue and trust funds have grown year-on-year by at least 19%. According to the QS World University Rankings, the Faculty is now ranked among the Top 300 in the world in the discipline of Business and Management studies.

UJ celebrated its tenth birthday in 2015. The University has grown through merger dynamics to extraordinary achievements towards global excellence. UJ now writes its third chapter on becoming a global, new generation university. Likewise, the story of the UJ Faculty of Management continues to be written about talented people, evidence-based decision-making and our role as a change agency – overall, the urgent development of future-fit stakeholders.

## **OUR OPERATING ENVIRONMENT**

The global context is uncertain at best. Richard Pike, CEO of Adcorp, stated that "unemployment in South Africa is currently at 37% (up from 13% in 1994) and is the most pressing socioeconomic problem facing the country. For many of South Africa's youth, the promise of the new democracy has not delivered. About 74% of the potentially economically active population under 24 are not able to find employment and face a life of continued poverty and despair with all the associated social ills that this brings (crime, alcohol and drug abuse, and political instability)".

In this context, our contribution is measured in terms of the achievements of 14 200 students, among whom are 1 220 postgraduate students (9% of total enrolment), 7 748 undergraduates (54%) and 5 250 continuing education students (37%). A total of 224 academics and administrators serve our stakeholders, organised in eight

academic departments and schools, five centres and an institute. Knowledge production is directed through the following five knowledge production hubs: Consumer Intelligence and Information Systems; Private Sector Management and Leadership; Public Sector Management and Leadership; Transport and Logistics; and People Leadership. Multi-disciplinary teams design and implement organisational solutions to boost entrepreneurship, enterprise development, poverty alleviation, competitiveness and management and leadership issues in emerging economies.

In 2015, the Faculty acted on the commendations and recommendations reported by the Faculty of Management International Review, the Faculty of Management Postgraduate Governance Review, and the reviews and improvement plans of 48 under- and postgraduate programmes – about one hundred reports. The Dean's Senior Leadership Development Programme and various analyses of the repositioning of Africa have deepened our insight. By December 2015, we had realigned the faculty talent management, performance management and business strategies. This report highlights milestones in 2015, and challenges as we move towards 2020.

## **TALENT MANAGEMENT**

Talent management is the Dean's first priority.

### ***Shifts in the Faculty staff profile***

In 2015, six new appointments have grown full-time academic staff to 144. Academics from designated groups have improved from 27% in 2010 to 45% by end 2015. A further 11% are international academics. Recruits were qualified at least at the master's level, with extensive research, industry and educational experience. Since 2011, the Faculty has secured a net gain of 25 designated academics and 9 African/Indian international academics. White academics have decreased by 25. Since 2011, 66 academics have resigned, mainly for better prospects (74%) or retired (18%). The ratio of administrative and support staff has lowered from 1.35 to 1.22 per academic.

### ***Participation of academics from designated groups in management education***

Progress with the attraction and the retention of academics from designated groups is subject to severe criticism. Consequently, the Faculty has examined our progress by surveying 17 South African public providers of management education, representing 889 academics. Overall, academics from designated groups ranged from 21% to 61%, non-designated from 38% to 73% and international from 1% to 29%. Larger departments, such as Business Management (41%) and Public Management and Governance (36%), or fast-growing sectors, such as tourism and hospitality (61%), showed higher levels of racial transformation. Scarce talent fields mostly attract international academics, notably in transport and supply chain management (29%) and information technology (22%). In comparison to other providers of management education, the UJ Faculty of Management has fewer senior academics, which affects postgraduate supervision capacity, a comparable complement of lecturers, and more tutors. Furthermore, the Faculty has 12% more academics from designated groups, 6% more international academics and 17% fewer non-designated academics.

### ***Mitigating risk in talent management***

Competition among universities for intellectual leaders is exacerbated by national investment in the FET sector. Thankfully, the quality of academic staff applications to the Faculty has improved drastically. The trade-off, however, is that designated talent, holding master's degrees and senior management skills, comes at considerable cost. In mitigating talent retention risk, the Faculty has undertaken the following initiatives:

- We have implemented a "Future-fit Talent Management Strategy", which is overseen by the Vice-Dean: Research and assisted by two administrators.
- The Faculty has attended to the demand for postgraduate supervision capacity through its People Development Plan, its revised Promotions Policy and its increased investment in "growing our own timber". Participation in the Academic Accelerated Mentoring Programme (AAMP), a UJ initiative, responds to the challenges of building the next generation of academic leadership at UJ and of contributing to transformation in terms of race and gender. Deans nominated candidates with leadership potential, academic expertise,

commitment, diligence and passion for UJ strategic goals. The AAMP makes available academic mentoring, developmental workshops, seminars and breakaways, funding for teaching relief and international travel. In total, 240 UJ academics were nominated to the programme, among whom 58 from the Faculty.

- Multi-disciplinary team research promotes job satisfaction and work identity among academics involved in designing innovative organisational solutions.
- Prof E de Kadt (Emeritus Professor: Faculty of Education, former Executive Director of UJ Academic Development and Support) was appointed to support the development of teaching and learning competence of academics.
- We actively manage a paradigm shift from the leadership of people to leadership by people. The mobilisation of intellectual leadership, especially among the emerging generation of new academe, has kicked off with the Dean's Leadership Development Programme involving both academe and administrators.

### ***Academic staff qualifications profile***

End 2015, 63% of academic staff held master's degrees and 46% doctorates. Academics, qualified at the master's level, have improved in 2015 from 97% to 99%. Since 2014, 10 academics have doctorated. Congratulations to Dr Rose Luke, Dr Anoosha Makka and Dr Elmarie Strydom on the achievement of their doctorates and to Joel Arthur and Aiko Kuipers on the achievement of their master's degrees in 2015. Faculty administrators also improved their qualifications. Ronel Toerien (Faculty Marketing Manager) achieved a Master's in Education (Psychology of Education). Relebohise Matubatuba (Marketing Manager: Department of Transport and Supply Chain Management) and Dumisa Vinindwa (Administrative Assistant: Head of Faculty Administration) were conferred the BCom Hons in Marketing Management.

### ***Promotions***

In 2015, six colleagues were promoted, of whom 67% were from designated groups: Prof Llewellyn Leonard (School of Tourism and Hospitality) and Prof Carin Hill (Department of Industrial Psychology and People Management) to Associate Professors; Dr Milena Ivanovic (School of Tourism and Hospitality), Dr Noleen Pisa (Department of Transport and Supply Chain Management), Dr Colin Reddy (Department of Business Management) and Dr Dominique Uwizeyimana (Department of Public Management and Governance) to Senior Lecturers.

### ***External and internal academic citizenship and academic leadership***

Colleagues contributed as editors of journals, served on ministerial committees and received awards for best papers, lifetime achievements and fellowships for academic contributions. Prof Carl Marnewick (Department of Applied Information Systems) and his team, for example, published the International Standard for Portfolio Management (ISO21502). Prof Mark Bussin (Department of Industrial Psychology and People Management) received the 2015 President's Award from the South African Reward Association in acknowledgement of global contribution. Prof Jane Spowart (Vice-Dean: Teaching and Learning) was selected as a Quality Enhancement Project peer reviewer by the Council on Higher Education. Joyce Sibeko (Lecturer: Department of Business Management) received the Vice-Chancellor's Distinguished Award for Teacher Excellence – the highest level of UJ recognition for excellence in teaching and learning.

### ***Dean's Senior Leadership Development Programme***

The Dean's Senior Leadership Development Programme aimed to reverse the traditional top-down formulation of strategy by enabling and empowering academics and administrators alike. Eleven teams, organised in five members each, explored how to achieve global excellence and stature as a Pan-African epicentre of critical enquiry. Each team received a grant of R250k. When fully established, the programme covered 62 universities located in Africa, South East Asia, North and South America, Europe and the Middle East. The project adjudicators were Professors Trevor Manuel, Nina de Klerk, Daneel van Lill, Gert Roodt and Jane Spowart.

Congratulations to Dr Kennedy Njenga (Team Leader, Department of Applied Information Systems), Prof Christine de Meyer (Department of Marketing Management), Prof Tanya du Plessis (Department of Information

Knowledge Management), Wickus Erasmus (Department of Applied Information Systems) and Daniel Maduku (Department of Marketing Management) who achieved the top mark of 82% for their report. Impressive was that the two teams representing faculty and UJ central administrators, showed their steel by outperforming five academic teams with their project score of 66%. The knowledge gained from the programme substantially enriched faculty strategy.

## **THE UNDERGRADUATE TEACHING AND LEARNING EXPERIENCE**

Our undergraduate learning programmes enrolled 4 385 diploma and 3 364 degree students. All programmes are differentiated, employer-orientated, and curriculum coherent.

### ***Undergraduate employability***

The 2015 Undergraduate Employability Survey, conducted by the UJ Institutional Research and Planning Unit, involved 495 graduates. On average, respondents were 25 years old and 81% had part-time jobs during their studies. After graduation, 67% were employed within three months and 91% within 12 months. Employment resulted from student networking opportunities (20%), exposure during work-integrated learning (13%), web applications (10%) and recruitment agencies (9%). Unemployed respondents indicated that they were either lacking experience or that there were no job opportunities.

### ***Attracting quality students***

First-year students with an Admission Point Score of at least 35 have improved by 13% in 2014 to 19% by end 2015. In view of the UJ strategic intent to be a university “anchored in Africa”, the recruitment of students from other African countries is imperative. Since 2011, the Faculty has attracted on average 775 international students (8% of annual enrolment). The yield on international applications is about 80%, which is 30% better than the South African market. Our targeting of the continental market requires much improvement.

### ***Programme improvements***

In 2015, we have improved on the levels of Pan-African content, sustainability and entrepreneurship taught. The module Business Management 1A, for example, now sensitises students to current debates on sustainability management in Africa. Entrepreneurship modules now focus on the development of entrepreneurial behaviour, and on the practical experience of running own businesses through the Centre for Small Business Development in collaboration with the Richard Maponya Institute.

A further initiative is that the Diploma in Logistics Management has gone online. All diploma programmes have become more industry relevant. Advanced Diplomas replaced BTech programmes. New majors enhanced differentiation and now serve students from both the humanities and management, for example, the BCom in Transport and Logistics Management now includes the outcomes of the previous BCom in Transport Economics.

### ***Continuing Education Programmes (CEP)***

Continuing education enrolments have grown by 40% since 2011 to an enrolment of 5 257 students, showing substantial progress in exploring new markets. Overall, the turnover generated from CEPs grew from R77 million in 2013 to a turnover of about R105 million (+37%) in 2015, highlighting the credibility of our products and services to external markets. Alternative revenue streams are of strategic relevance when considering that the Faculty enrolment target reduces by 2% per year, in view of national subsidy changes shifting to the benefit of science, engineering and technology programmes.

Critical success factors include productive three-party agreements, which typically involve UJ, a multinational or parastatal, and a global partner. For example, the Department of Transport and Supply Chain Management, Transnet and the Glasgow Caledonian University partnered to deliver a BSc Railway Operations. Furthermore, the consistent delivery of excellent learning products and services, as well as well-planned articulation into diploma and degree programmes, is crucial. The credit-bearing CEP in Strategic Retailing, for example, serves our partnership with Massmart and other retail groups and articulates into the Advanced Diploma in Retailing. At present, bridging enrolments stand at 108% of target.

The Department of Industrial Psychology and People Management and BCL, a mining and smelting company owned by the Government of the Republic of Botswana, jointly facilitate CEPs in Leadership Development. The Department has also developed the "International Honours Certificate in Organisational Leadership" focusing on the ethical and moral dimensions of leadership. The origin of this initiative is a response from a Texas-based company "Academic Partnerships" to a request from community college chancellors to bring international programmes to community colleges through online education. Other project partners are the UCLA Anderson School of Management (USA); the Darla Moore School of Business (University of South Carolina, USA); and the Beijing Language and Culture University (BLCU), China. The target market is the community college honours society with 300 000 student members, called Phi Theta Kappa. The society comprises high potential community college students being prepared to compete for space at universities.

The School of Leadership and the School of Oriental and African Studies, University of London, jointly present a CEP in the field of African Diplomacy and Development. The Department of Public Management and Governance, the Swedish Institute of Public Administration and SKL International (Swedish Association of Local Authorities and Regions), being contracted by the Deutsche Gesellschaft für Internationale Zusammenarbeit, jointly present CEPs to the Rwanda Association of Local Government and their Local Government Institute. These qualifications for public officials articulate into our master's programmes.

### ***Undergraduate output***

Over the last five years, the Faculty has conferred, on average, 2 296 qualifications per year, of which 88% are undergraduates. From 2011 to 2015, undergraduate numbers have increased by 8%. Over the last five years, the undergraduate graduation rate has improved by 15% to 22% by 2015. Over the last five years, continuous investment of about R12 million a year into innovative teaching and learning practices (tutoring, First Year Experience Programme and additional lecturing) has returned a gradual improvement of module success rates from 78% to 85%, with a further 1% improvement noted from 2014 to 2015.

Work-integrated learning (WIL) continues to be a strategic strength of diploma programmes, and now includes all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

### ***Mitigating the risk of first-year dropout rate***

Passing the first year is a major hurdle to overcome. According to Dr André van Zyl, Director of the UJ Academic Development Centre, up to 60% of first-year students at South African universities drop out, and of the remaining students, less than 50% graduate.<sup>1</sup> The reasons for dropping out vary substantially. About two thirds of first years are "first generation students" meaning they are the first in their families to access higher education and need support in adapting to a formal learning environment. Some students do not fit into the higher learning environment. Transport and accommodation, an inadequate supply of food and poverty also play a role. The Faculty has put measures into place to identify early warning signs of weak progress, for example, monitoring of class attendance and performance evaluation across modules.

A survey of 2 174 first-year students showed that more than 72% of the respondents have a quiet place to study. Nearly 30% use an electronic device in their studies. Parents fund 48% of our first years, while over 21% are NSFAS dependent. About 88% of the respondents indicate that they would choose UJ again. More than 90% of the respondents feel safe on campus. Respondents seem positive regarding their lecturers, finding them well prepared for lectures, maintaining discipline in class and being fluent in the language of instruction. About 67% indicated that lecturers' use of Blackboard/uLink should improve. The majority (76%) of students attend tutorials. Almost half of the respondents believe that they would benefit from tutorials in their language of preference (other than English). More than 47% of the respondents have consulted with their tutors outside of their scheduled tutorial. Statements regarding faculty administration seem positive. Overall, the Faculty first-year dropout rate had decreased to 23% by 2015. However, in addressing this national issue, there is still much work to be done.

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<sup>1</sup> <https://www.enca.com/south-africa/student-dropout-rate-high>



### ***Industry involvement***

A highlight among initiatives to enrich student teaching and learning is the launch of the “Meet the CEO” series. The aim is to expose our students to excellence in big business leadership. Bonang Mohale, Chairman and Vice-President of Shell South Africa Energy Limited, was our first guest.

### ***Community engagement***

Community engagement projects drive students’ understanding of what it takes to solve complex problems and the importance of adding value to the lives of others. These programmes, in partnership with ENACTUS, now involve over 2 000 undergraduate students and touch the lives of thousands of people.

### ***Promoting entrepreneurship***

Entrepreneurship is a long-term solution to tackling SA’s unemployment crisis. The empowerment of young people is not an option; it is a national imperative. While the notion of “entrepreneurship” is reasonably well defined, the art of being entrepreneurial and scaling up a newly established enterprise remains a weakness. The Global Entrepreneurship Monitor reports that SA has the lowest level of early-stage entrepreneurial activity because most potential entrepreneurs fear failure. It is well recognised that education and training are among the most important factors to stimulate entrepreneurial activity, because knowing how to helps one to overcome fear. Best practice in entrepreneurial development focuses on equipping a person with competencies of the head and the heart, and especially when taught by those who have succeeded.

The Faculty invests in entrepreneurship at the undergraduate level. The BCom Entrepreneurship and the Diploma (Small Business Development) carry the mark of global excellence. Highly talented students are attracted across continents and mentored by local successful entrepreneurs. The Centre for Small Business Development (CSBD), for example, hosts the UJ/Raymond Ackerman Academy of Entrepreneurial Development. This once-in-a-lifetime opportunity comes at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 certificates at the Soweto Campus in 2015.

We were delighted when Dr Richard Maponya decided to join UJ in promoting entrepreneurship to a higher level. UJ commitment to Soweto – there for all to see in the performance and looks of our Soweto Campus where the Centre for Small Business Development and the Department of Business Management are located – sparked this relationship. Faculty initiatives run parallel to Dr Maponya’s approach to empower the marginalised. The Annual Soweto Conference was renamed the Dr Richard Maponya Annual Soweto Entrepreneurship Conference.

## **KNOWLEDGE PRODUCTION**

The Faculty contributes knowledge by publishing credible research and postgraduate supervision. The Faculty therefore ensures that each postgraduate learning programme (serving in total 758 honours, 334 master’s and 93 doctoral students) is well-differentiated, employer-orientated, and curriculum coherent.

### ***Postgraduate output***

Over the last five years, the Faculty has conferred, on average, 2 296 qualifications per year, of which 22% were at the postgraduate level. From 2011 to 2015, the number of postgraduates has increased by 13%. Honours graduates grew by 50%, master’s by 10% and doctorates by 4%. Over the last five years, the postgraduate graduation rate has improved to 46% – well above the national average. An example of developments in growing student interest in postgraduate studies is the Annual Honours Poster Competition with senior academics serving as judges. Excitement prevails while the judges make their way between the posters, interacting with the students.

Of concern is that many young academics require supervision of their own doctoral theses, which limits supervision capacity and ultimately postgraduate output. We are also exploring ways to recognise and resource the contribution of good teaching as much as productive research and postgraduate supervision.

### ***Research output***

From 2011 to 2015, research output has improved from 105 to 261 publications. Compared to 2014, subsidy-generating research credits have improved by 34 credits (17%) to 200 credits; thereby contributing to 17% of

the UJ 2015 estimated research output. Of these outputs, 2% are from book chapters, 16% from conference proceedings and 81% from articles. This improvement follows investment into productive global collaborative research projects.

### ***NRF-rated researchers***

In 2015, the number of National Research Foundation rated researchers increased from 10 to 13. Congratulations to newly rated researchers Prof Carl Marnewick, Prof Llewellyn Leonard and Dr Kennedy Njenga. Our appreciation to the contributions of existing rated researchers, Professors Chris Rogerson, Adeline du Toit, Gert Roodt, Deon de Bruin, Fanie Cloete, Wilfred Ukpere, Carin Hill, Adèle Thomas and Christine de Meyer.

### ***Distinguished Visiting Professors***

The appointment of six Distinguished Visiting Professors added substantial weight to producing and disseminating knowledge and best practice. The Department of Industrial Psychology and People Management appointed Prof Arnold Bakker, a Professor of Organisational Psychology at the Erasmus University Rotterdam, and Lingnan University in Hong Kong, Secretary-General of the Alliance for Organisational Psychology and a Fellow of the Association for Psychological Science. Also, Prof Eva Demerouti from the Eindhoven University of Technology, where she heads the Human Performance Management Group.

Prof Howard Thomas's appointment serves to advise the Dean on global excellence and stature. He has served as a Dean on four continents and has led several Business Schools towards global accreditation.

The School of Tourism and Hospitality recruited Prof Jarkko Saarinen, from the Department of Human Geography, University of Oulu, Finland and Adjunct Professor of Human Geography and Tourism (Finnish University Network for Tourism Studies).

Prof Maureen Pirog, Indiana University Rudy Professor in the School of Public and Environmental Affairs, Affiliate Professor in the Daniel Evans School of Public Policy and Governance (University of Washington) and Honorary Professor (Higher School of Economics, Moscow, Russia), was appointed in the Department of Public Management and Governance.

The Department of Marketing Management recruited Prof Naresh Malhotra. He is from the Nanyang Business School, Nanyang Technological University, Professor Emeritus, College of Management, Georgia Institute of Technology, USA, and recipient of the prestigious Academy of Marketing Science Distinguished Marketing Educator Award.

### ***Visiting Professors***

The School of Tourism and Hospitality has recruited Prof Christina Chi of the College of Business, School of Hospitality and Business Management, Washington State University, USA. Her research interests are in the fields of customer satisfaction/loyalty in the tourism and hospitality industry and local resident attitudes towards tourism development. Also, Prof Larry Dwyer, Professor of Travel and Tourism Economics in the School of Marketing, Australian School of Business, University of New South Wales.

The Department of Industrial Psychology and People Management, within the programme for HRM, recruited Prof Ken Kamoche, Professor of HRM and Organisation Studies at Nottingham University in the UK and Director of the Africa Research Group at Nottingham University.

The Department of Marketing Management recruited Prof Satyendra Singh, a specialist in Marketing and International Business from the University of Winnipeg, Canada.

These professors join the ranks of 2014 appointments, including Prof Sander van der Leeuw (in Sustainability Management from the Global Institute of Sustainability, Arizona State University), as well as Professors Trevor Manuel and Kgalema Motlanthe in Public Management and Leadership.

### **Postgraduate programmes**

The attractiveness of our postgraduate programmes is growing. By 2015, admission into honours, master's and doctoral programmes had required a prior average of at least 65%. Since 2011, postgraduates attracted from other universities have increased from 12% to 19%.

Improved articulation opportunities into honours programmes promotes growth, for example, from other management qualifications into the BCom Hons Strategic Management. Reducing excessive electives across honours programmes also streamlined student recruitment, for example, between the BCom Honours Logistics Management and the BCom Honours Transport Economics. The bridging programme in Logistics Management is now a compulsory bridging programme for all MCom Management or honours students who lack prior study in Supply Chain Management. The School of Tourism and Hospitality introduced the PhD in Tourism and Hospitality Management in 2015.

Programmes in the pipeline include the Master of Sustainability Management, a UJ MBA, an online Master of Public Management and Governance and a Postgraduate Diploma in Public Policy and Democratic Citizenship. Programmes carrying professional accreditation are the Master's in Leadership Coaching (Graduate School Alliance for Executive Coaching), the Master's in Industrial Psychology (Health Professions Council of South Africa) and the Master's in Human Resource Management (South African Board of People Practices).

## **ACADEMIC GOVERNANCE**

Progress in faculty academic administration had already become evident in 2013, when Faculty Administration, led by Ms Lee-Anne Govender, achieved the highest performance score (80%) awarded by UJ Central Administration. In 2015, the collective effort of faculty administrators realised a 100% rating. The Faculty Research Office, led by Vice-Dean: Research, Prof Gert Roodt, also demonstrated good governance of research submissions with an acceptance rate by the Department of Higher Education of 99.7%, worthy of subsidy in the amount of R11 million.

## **THE FACULTY PERSONALITY**

Retrospectively, our response to challenges and new markets defines the Faculty personality. The Faculty evolves through a tremendous amount of experimentation and innovation as we move into new markets and apply new technologies. Small investments are followed by more substantial ones, or getting out, as the opportunity warrants. We favour adaptability over pure efficiency and occasionally encounter less than perfect outcomes. We continuously explore multi-disciplinary problem solving involving the arts, humanities and the pure sciences. We reason that this approach will create innovative programmes to help future leaders imagine products and services, which fulfil a more social need. Yet we stay anchored in the fundamental principles of the science of management and leadership.

## **LOOKING FORWARD**

The 2015 Annual Report confirms the Faculty of Management's future-fit identity as we focus time, energy and talent on the development of sought-after organisational leaders creating legacies. In response to being a global player, we have shifted our organisational mindset to a 2020 strategic perspective.

1. We will strengthen our footprint in both the private and public sectors serving Africa by investing into understanding what it takes to do sustainable business in Africa.
2. We will embrace inter-, multi- and transdisciplinary science through more partnerships through which we can demonstrate innovation in everything we do.
3. We will continue to invest in technopreneurship and online learning with English as the medium of instruction to grow a new generation of managers and leaders.
4. We will continue to grow our ability to make sense of our environment – a skill, it seems, which probably counts among the scarcest of scarce skills.
5. Most importantly, we will grow a deep understanding of the lives and circumstances of others in generating knowledge while serving society.

## THANK YOU

The UJ Faculty of Management community has many reasons to celebrate, and as many reasons to improve. We gratefully acknowledge the role of deities and the human spirit, life partners and business partners, co-workers and collaborators, families and friends, love and leisure for such opportunity. Thank you for helping us to look back at 2015 with a sense of meaning.

A handwritten signature in black ink, appearing to read 'Daneel van Lill', enclosed within a faint, irregular rectangular border.

**Daneel van Lill (Prof)**

Executive Dean: Faculty of Management

# FACULTY OF SCIENCE

## OVERVIEW

The year 2015 saw the vision of the Faculty of Science established as a dynamic faculty where new knowledge, leading scientists and technologists are developed through innovation.

The commitment of the Faculty to the realisation of the vision, mission and strategic objectives of the University and, in particular, the overarching goal of Global Excellence and Stature, is demonstrated by the achievements of 2015.

The Faculty succeeded in achieving its key objectives, as stated in the updated mission statement, in a number of critical areas. These include: fostering an enabling environment conducive to excellence in teaching, research and innovation; being accessible to a wide range of students; presenting high quality and relevant programmes (as demonstrated by the international accreditation of the Academy of Computer Science and Software Engineering's Honours in IT programme); conducting high-quality, high-impact research; productively utilising our highly competent, qualified and motivated staff; fostering collaborative activities with other institutions, relevant industries and the community; enhancing the impact of the Faculty in terms of its public and community engagement; and ensuring successful involvement with Science Education for learners and teachers.

The Faculty's commitment to excellence is illustrated by the continuing endeavours in elevating its staff profile both in terms of qualifications (73,01% doctorates compared to 70% in the previous year) and by employing designated groups (see Staff Profile); maintaining undergraduate success rates; steadily improving postgraduate enrolments; sustaining its research profile by increasing the quantity (three-year average up by 5,0%), and quality (evident through the multiple Scopus citations) of research outputs; advancing the impact of the Faculty in terms of its public, community and alumni engagement, and through successfully implementing a dynamic marketing strategy.

## NOTABLE EVENTS

Some of the notable events in 2015 were:

- Prof SH von Solms of the Academy of Computer Science and Software Engineering was elected as Fellow of the Oxford-Martin School of the University of Oxford. He was also elected technical board member of the Global Cyber Security Capacity Centre (GCSCC) of the University of Oxford; as well as the Co-Chair of the Research Dimension 3 (Knowledge) of the Cyber Security Capacity Maturity Model of the GCSCC.
- Dr E Kayitesi of the Biotechnology and Food Technology Department was the internationally awarded Food Science Educator of the Month for the Institute of Food Technologists (Education, Extension, and Outreach Division).
- Dr PB Njobeh of the Biotechnology and Food Technology Department twice received an NRF KIC travel award to Cameroon and to South Korea in 2015; he was also awarded the Erasmus Mundus EU-SATURN grant to Ghent University in Belgium; as well the L'Oreal-UNESCO funding for researching consumables.

- Prof B-E van Wyk of the Botany Department was awarded the SAAB (South African Association for Botanist) Gold Medal for outstanding research and significant contributions to Botany in January 2015.
- Prof H Kinfe of the Chemistry Department was selected by the New York Academy of Science as one of the eight promising early career scientists for the 2015 Future Leaders programme.
- Prof H Kinfe of the Chemistry Department was identified by the Editorial Board of the highly reputable *Organic and Biomolecular Chemistry* (OBC) of the Royal Society of UK as a rising star in the field of organic chemistry and invited to contribute a manuscript to a special issue of OBC to highlight excellent work being carried out by younger organic chemists who were identified as tomorrow's leaders in the field.
- Dr BCE Makhubela of the Chemistry Department was appointed as a young affiliate member of the World Academy of Sciences in November 2015.
- Prof NJ Beukes of the Geology Department was the recipient of the 2015 UJ Vice-Chancellor's Researcher of the Year Award.
- NJ Wagner of the Geology Department was appointed editor of the international ICCP newsletter in September 2015.
- Prof NJ Beukes of the Geology Department maintained his NRF A1-rating in November 2015.
- Prof NJ Beukes of the Geology Department was appointed as Director of the DST-National Research Centre (CIMERA) in January 2015.
- Prof PA Dankelmann of the Pure and Applied Mathematics Department received an invitation to be Editor-in-Chief of the new scholarly international journal *Communications in Combinatorics and Optimization*.
- Prof MA Henning of the Pure and Applied Mathematics Department received his second NRF A-rating in January 2015.
- Prof MA Henning of the Pure and Applied Mathematics Department was a finalist in the 2014/2015 NSTF-BHP Billiton Award.
- The Vice-Dean of Research, Prof AM Strydom of the Physics Department, was elected as member of the Academy of Science of South Africa (ASSAf) in October 2015.
- Prof A Muronga of the Physics Department was elected President of the South African Institute of Physics in July 2015. Unfortunately, he has now resigned from the UJ to become Dean of Science at NMMU from April 2016.
- Mr SM Mavee of the Academy of Computer Science and Software Engineering mentored a team of four UJ students who participated in the National Discovery GradHack 2015 hack-a-thon and, for the second year in a row, UJ was placed first in South Africa.
- Mr Cotterrell's third-year team of the Academy of Computer Science and Software Engineering won the Innovation category at the 2015 National Microsoft Imagine Cup and represented South Africa in the regional finals (Africa and Middle East).
- Prof EM Ehlers and Mr D Cotterrell of the Academy of Computer Science and Software Engineering received the award for best research paper at CGAT Singapore in April 2015.
- Mr V Jacquire, a postgraduate student of Prof von Solms of the Academy of Computer Science and Software Engineering, won the best master's paper at the Tenth International Conference on Cyber Warfare and Security (ICWS 2015).
- Mr NE Madala, postgraduate student of Prof IA Dubery of the Biochemistry Department, was named the South African CHROMSA Chromatographer of the Year 2014, in March 2015.
- Dr E Venter of the Botany Department received the Afrikaanse Taal en Kultuurvereniging and South African Academy for Science and Art prize for the best article in the journal *Wetenskap en Tegnologie*.
- During 2015, the Department of Chemistry received R3 million in NRF funding as well as over R1 million from Sasol for its projects.
- FP Schulz, postgraduate student of Dr R Brits of the Pure and Applied Mathematics Department, received the Chancellor's medal for the Most Meritorious Master's study in the Faculty of Science.
- Dr JF Durand of the Zoology Department received the ATKV/SA Akademie Award for the best article in Afrikaans in National Science in 2014 at a ceremony on 10 November 2015.

- During 2015, the Department of Geology established the CIMERA Research Centre.
- Dr C Aderne of the Chemistry Department received a Faculty Teaching Award in October 2015.
- Dr J Rogerson of GEMES received the Top Researcher (Lecturer/Snr Lecturer category) Award from the Faculty of Science.
- Dr A Craig of the Pure and Applied Mathematics Department received a Faculty of Science Teaching Award (Lecturer/Snr Lecturer category) in October 2015.
- Mr P Molefe of the Physics Department was awarded a Faculty award for Outstanding Contribution in Teaching and Learning in November 2015.
- Mr B Gilbert, a postgraduate student of Prof A Oldewage of the Zoology Department, received the Juan Heyns Certificate in November 2015 for the best postgraduate presentation during a departmental colloquium.

## STAFF PROFILE

- In 2015, staff of the Faculty were distributed over four campuses of the University. Table 42 depicts the staff distribution per campus in 2015.

**Table 42: Staff distribution per campus in 2015**

Category		APK	APB	DFC	SWC	TOTAL
Academic (69,54%)	Permanent	115	1	48	1	<b>165</b>
	Contract	17	0	8	0	<b>25</b>
	Temporary	26	0	9	1	<b>36</b>
Administrative (13,85%)	Permanent	26	1	5	1	<b>33</b>
	Contract	0	0	1	0	<b>1</b>
	Temporary	8	0	2	1	<b>11</b>
Workshop and Technical (16,62%)	Permanent	30	0	11	0	<b>41</b>
	Contract	7	0	4	0	<b>11</b>
	Temporary	2	0	0	0	<b>2</b>
<b>TOTAL</b>		<b>231</b>	<b>2</b>	<b>88</b>	<b>4</b>	<b>325</b>

- Academic staff (permanent and contract) represented 70% of the total staff complement of the Faculty. Support staff comprised research, technical and administrative staff and represented 30% of all staff. Table 43 shows the shift in proportion from 2010 to 2015. The declining proportion of academic staff in 2015 seemingly in favour of technical staff is of great concern.

**Table 43: Proportion academic staff vs support staff**

Year	Academic	Support
<b>2010</b>	71%	29%
<b>2011</b>	66%	34%
<b>2012</b>	64%	36%
<b>2013</b>	64%	36%
<b>2014</b>	75%	25%
<b>2015</b>	70%	30%

- With respect to the permanent academic staff complement, the Faculty showed a marked improvement in its qualification profile as depicted in Table 44. This trend will continue as staff members were engaged in further study during 2015 and scholarship development was actively pursued by the new Dean (five staff



members registered for master's, and 32 for PhDs in 2015). Several staff members improved their research profile through involvement in research activities under mentorship of established researchers.

**Table 44: Qualification profile of permanent academic staff**

Qualification	2009	2010	2011	2012	2013	2014	2015
<b>D degree</b>	55,20%	58,30%	61,60%	63,40%	68,30%	70,70%	73,01%
<b>M degree</b>	38,90%	37,70%	34,20%	32,30%	28,00%	26,20%	25,77%
<b>Total</b>	<b>94,10%</b>	<b>96,00%</b>	<b>95,80%</b>	<b>95,70%</b>	<b>96,30%</b>	<b>96,90%</b>	<b>98,77%</b>

- The race profile of permanent academic staff also improved from 26% in 2009 to 42% in 2014. However, with the resignation of a number of academic staff from the Department of Applied Chemistry at the end of 2014, this proportion has slightly declined to 40% as seen in Table 45. Table 46 shows an overview of the profile of the permanent academic staff.

**Table 45: Proportion permanent academic staff from designated groups**

Year	Designated groups
<b>2009</b>	26%
<b>2010</b>	25%
<b>2011</b>	26%
<b>2012</b>	36%
<b>2013</b>	40%
<b>2014</b>	42%
<b>2015</b>	40%

- The gender profile has remained fairly constant with slight variations over the last few years. In 2015, 39% of the permanent academic staff were female as seen in Table 47. This slight decline from 2012 is indicative of international trends (Rampell, 2015).
- Of the 14 permanent academic appointments made in 2015, three were from designated groups, four from other African countries (Kenya, Cameroon, Nigeria, Eritrea) and one from France. This demonstrates that the commitment to achieving equity targets needs to be improved.
- Table 48 indicates the percentage designated and female staff on an associate professor and professor level.

**Table 46: Overview of permanent academic staff**

RACE	Lecturer		Snr Lecturer		A. Professor		Professor		Other		TOTAL
	M	F	M	F	M	F	M	F	M	F	
Black	18	14	12	1	6	1	2	1	0	0	<b>55</b>
Coloured	0	1	1	0	0	0	1	0	0	0	<b>3</b>
Indian	1	1	2	3	0	1	0	0	0	0	<b>8</b>
White	12	11	22	14	10	7	16	5	0	1	<b>98</b>
Other	0	0	0	0	0	1	0	0	0	0	<b>1</b>
<b>TOTAL</b>	<b>31</b>	<b>27</b>	<b>37</b>	<b>18</b>	<b>16</b>	<b>10</b>	<b>19</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>165</b>

**Table 47: Proportion female permanent academic staff**

Year	Females
2012	39%
2013	37%
2014	37%
2015	37%

**Table 48: Percentage designated and female staff on associate professor and professor level**

	Associate Professor	Professor	Total
Female	38%	24%	31%
Designated	4%	12%	8%
Designated female	0%	0%	0%

*This table does not include the position of Executive Dean*

## TEACHING AND LEARNING, ACADEMIC PROGRAMMES

- The Faculty has embraced an enrolment management strategy that focuses on access for success. After admission, first-time students are introduced to higher education by means of several support initiatives including an extended academic orientation. At-risk students are identified within the first few months of the academic year and are provided with additional support.
- In line with our mission to enhance the learning experience and success of our students, the following issues received attention during 2015: structured interventions for at-risk modules (e.g. Winter Schools and additional classes over weekends), the enhancement of learning skills and student discipline, implementation of new teaching methodologies, optimal use of relevant technology, and special attention to top performing students (e.g. undergraduate research programmes).
- A number of programmes and modules were also amended during 2015 to improve the quality and relevance of our offerings.
- The merging of the Departments of Applied Mathematics and Mathematics to create the new Department of Pure and Applied Mathematics on the APK Campus, the merging of the Departments of Biotechnology and Food Technology on the DFC Campus and the creation of the new Department of Applied Physics and Engineering Mathematics on the DFC Campus were successfully concluded in 2014 and these departments functioned successfully during 2015.
- Due to a number of interventions, the average success rate in undergraduate programmes has steadily improved from 2009 to 2013, but has experienced slight decreases in 2014 and 2015 as depicted in Table 49.
- The success rate of first-time entering undergraduate students shows remarkable increases with the 2015 success rate of 79%, an increase from 76,5% in 2014, again shown in Table 49.
- Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. In 2010, a revised model of the extended programmes was introduced, which among others makes provision for a bridging period of six months from the Grade 12 Mathematics and Physical Science curriculum to first-year content in these subjects.
- The overall success rate of extended programmes of 84,7% in 2015 represents a percentage increase of 28,7% from 2009, while the 2015 success rate of 84,6% of first-time entering students in extended programmes represents a percentage increase of 39,4% from 2009.
- The reduction in the rate of improvement in successive years from 2009 to 2015 is not considered a reason

**Table 49: Undergraduate success rates**

	2009	2010	2011	2012	2013	2014	2015	% change since 2009	% change since 2014
Mainstream and extended overall	64,6%	69,4%	72,7%	78,7%	81,2%	79,4%	78,6%	17,8%	-1,02%
Mainstream and extended – first-time entering	55,4%	66%	70,4%	73,7%	78,3%	76,5%	79%	29,9%	3,16%
Extended – overall	60,4%	73,2%	77%	81,1%	82%	82,4%	84,7%	28,7%	2,72%
Extended – first-time entering	51,3%	72,6%	79%	80,5%	81,3%	83,5%	84,6%	39,4%	1,30%

for concern as it is largely the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above. Furthermore, the number suggests that the success rate is starting to stabilise.

- The departments that have Work-integrated Learning (WIL) in their programmes are Applied Chemistry, Biotechnology and Food Technology. At the time the departmental reports were submitted, only (5+6) of (57+157) students had not been placed. The reason for students not being placed usually ranges from a pregnancy to an inability to trace all students. However, in 2015, it might also be ascribed to the fact that jobs were not available because of the weakening of the economy in general.
- The Faculty's limited number of non-subsidised academic programmes are offered mainly in the Academy of Computer Science and Software Engineering, and the Departments of Biotechnology and Food Technology, Geology, Pure and Applied Mathematics, Physics and Zoology.
- The Department of Chemistry had a new module CEM1C2E implemented in 2015.
- A new 4-year BSc degree in Applied Physics was approved by DHET in June 2014 and is awaiting CHE accreditation before the degree can be advertised.
- The Department of Applied Chemistry has new BSc, MSc, and PhD degrees in Applied Chemistry planned for 2018.
- The Departments of Physics, Statistics, Applied Chemistry, Botany and Zoology have new programmes planned for implementation in the near future.
- Enrolment figures of formal contact students per qualification category are indicated in Table 50.

**Table 50: Enrolment figures (formal contact) in 2014 vs 2015**

Qualification categories		2014	2015	% total enrolment (2015)
Undergraduate	Diplomas	670	675	16,25%
	Degrees	2 478	2 622	63,10%
	<b>Total</b>	<b>3 148</b>	<b>3 297</b>	<b>79,35%</b>
Postgraduate	Honours	290	301	7,24%
	Master's	342	347	8,35%
	Doctoral	192	200	4,81%
	<b>Total</b>	<b>824</b>	<b>848</b>	<b>20,41%</b>
<b>Total</b>		<b>3 972</b>	<b>4 145</b>	<b>99,76%</b>
Occasional*		23	10	0,24%
<b>TOTAL</b>		<b>3 995</b>	<b>4 155</b>	<b>100%</b>

\* Casual students (registered for non-degree purposes) who are not allocated to either undergraduate or postgraduate categories

- Both undergraduate and postgraduate enrolments have increased over the last few years, with an increase of 27,4% overall enrolment from 2009, as shown in Table 50.

**Table 51: Headcount proportion over seven years**

Year	N	% of 2015	% growth to 2015
<b>2009</b>	3 015	72,6%	27,4%
<b>2010</b>	2 945	70,9%	29,1%
<b>2011</b>	3 550	85,4%	14,6%
<b>2012</b>	3 524	84,8%	15,2%
<b>2013</b>	3 749	90,2%	9,8%
<b>2014</b>	3 995	96,1%	3,9%
<b>2015</b>	4 158	100,0%	0,0%

- The proportion of postgraduate enrolments (of the total enrolment) has stabilised and remains fairly constant at about 20,4% after increasing from 17,0% in 2009, as shown in Table 52.

**Table 52: Headcount proportions**

	2011	2012	2013	2014	2015
Diplomas and Certificates	15,8%	17,2%	17,8%	16,8%	16,2%
Degrees	63,4%	61,2%	62,1%	62,0%	63,1%
<b>Undergraduate Total</b>	<b>79,3%</b>	<b>78,4%</b>	<b>79,9%</b>	<b>78,8%</b>	<b>79,3%</b>
Honours	7,3%	7,4%	6,5%	7,3%	7,2%
Master's	7,7%	8,3%	8,5%	8,6%	8,4%
Doctoral	5,2%	5,1%	4,8%	4,8%	4,8%
<b>Postgraduate Total</b>	<b>20,2%</b>	<b>20,9%</b>	<b>19,8%</b>	<b>20,6%</b>	<b>20,4%</b>
Occasional	0,5%	0,8%	0,3%	0,6%	0,2%

- The proportion of master's and doctoral students of the total number of postgraduate students seem to have stabilised at 64,7% in 2015 after it had remained fairly constant at approximately 64% in previous years.
- International student enrolment of 353 students in 2015 represents 8,49% of the total enrolment, as seen in Table 53. This constitutes an increase of 1,46% from 2014.

**Table 53: Enrolment figures – all nationalities except RSA**

	2011	2012	2013	2014	2015
Undergraduate	87	109	100	111	166
Postgraduate	127	126	137	162	185
Occasional	1	8	7	8	2
Total	215	243	244	281	353
<b>% of Total Enrolment</b>	<b>6,06%</b>	<b>6,90%</b>	<b>6,51%</b>	<b>7,03%</b>	<b>8,49%</b>

- Table 54 shows the success rates for international students at all levels.

**Table 54: Degree success rates – all nationalities except RSA**

Qualification type	2010	2011	2012	2013	2014	2015
Diplomas and Certificates	72,7%	77,3%	73,0%	80,0%	82,1%	77,9%
Degrees	71,1%	79,5%	79,3%	83,6%	80,2%	84,4%
Honours	89,5%	81,4%	82,4%	86,1%	88,8%	87,2%
Master's	46,6%	107,2%	81,5%	115,4%	30,4%	12,5%
Doctoral	9,1%	30,1%	74,0%	66,3%	83,1%	56,7%
<b>Postgraduate Total</b>	<b>40,7%</b>	<b>60,7%</b>	<b>78,0%</b>	<b>82,9%</b>	<b>66,0%</b>	<b>48,0%</b>
<b>Undergraduate Total</b>	<b>71,8%</b>	<b>78,6%</b>	<b>77,0%</b>	<b>82,4%</b>	<b>80,8%</b>	<b>82,2%</b>
Occasional	90,2%	93,0%	68,9%	78,7%	70,6%	100,0%
<b>Total</b>	<b>65,0%</b>	<b>74,0%</b>	<b>77,2%</b>	<b>82,5%</b>	<b>75,7%</b>	<b>73,2%</b>

**Table 55: Proportion of students from designated groups (Percentages for 2010-2015)**

Year	Overall	Undergraduate	Postgraduate
<b>2010</b>	76,1%	82,1%	52,9%
<b>2011</b>	80,2%	85,9%	58,3%
<b>2012</b>	81,6%	86,3%	64,4%
<b>2013</b>	84,7%	87,9%	67,9%
<b>2014</b>	86,7%	90,3%	73,7%
<b>2015</b>	89,0%	91,0%	80,4%

- The overall proportion of students from designated groups increased to 89% in 2015 from 76,1% in 2010, as shown in Table 55.
- In 2015, 91% of undergraduate students were from designated groups compared to 90,3% in 2014.
- Students from designated groups in 2015 represented 80,4% of all postgraduate students.
- The proportion of female students decreased to 44% in 2015, as seen in Table 56. This is indicative of trends in SET disciplines (Rampell, 2015).

**Table 56: Proportion of students – female vs male**

Year	Female	Male
<b>2009</b>	47%	53%
<b>2010</b>	45%	55%
<b>2011</b>	46%	54%
<b>2012</b>	45%	55%
<b>2013</b>	45%	55%
<b>2014</b>	45%	55%
<b>2015</b>	44%	56%

- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 was 16,5% in 2015 compared to 11,7% in 2014.

- In 2015, the percentage of students with an APS of at least 30 was 52,2% as opposed to 45,1% in 2014. This percentage is of importance when considering that the admission requirement for mainstream undergraduates in the Faculty of Science has been increased to an APS of 30 for 2016.
- Table 57 shows the completion rates for all students (undergraduate (UG) and postgraduate (PG)) in the Faculty of Science from 2011 to 2015.

**Table 57: Completion rates (UG and PG)**

Graduate in	2011		2012		2013		2014		2015	
Min Time	321	56,0%	331	50,2%	334	44,9%	394	51,4%	367	50,6%
Min Time + 1	141	24,6%	209	31,7%	215	28,9%	195	25,4%	205	28,3%
Min Time + 2	61	10,6%	82	12,4%	112	15,1%	113	14,7%	91	12,6%
Min Time + 3	28	4,9%	18	2,7%	49	6,6%	46	6,0%	37	5,1%
Min Time > 3	22	3,8%	19	2,9%	34	4,6%	19	2,5%	25	3,5%
<b>Graduates</b>	<b>573</b>	<b>100%</b>	<b>659</b>	<b>100%</b>	<b>744</b>	<b>100%</b>	<b>767</b>	<b>100%</b>	<b>725</b>	<b>100%</b>

## RESEARCH

- The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) for a total of 271.95 research units.
- This number represents an increase of 38,6 % on the 2011 output of 196.19 units, an increase of 100,7% on the 2010 output of 135.48 units, and an increase of 14,8% of the 2013 output of 236.83.
- This, however, shows only a marginal increase of 0,93% on the total outputs of 2014. This can largely be ascribed to the resignation of a number of prolific researchers from the Department of Applied Chemistry.
- See Table 58 for year-on-year increases.
- The increase of the 2015 three-year average output shows a commitment by the Faculty to the goal of Global Excellence and Stature in research.
- The three-year average for 2015 is at 259.41 and shows an increase of 5% on the three-year average for 2014. This three-year average represents an increase of 160,1% on the 2009 three-year average and an increase of 37,3% on the 2012 three-year average. (Please see Table 58)
- A remarkable achievement is that the total research output of subsidised units has increased by 241,8% from 2007 (79.57 units) and that the per capita output of permanent academic staff remained at 1.6 units in 2015, up from 0.52 in 2007.
- More than 92,2% of the units in 2015 were published in international journals as opposed to 86% in 2014.
- There were 22 publications in journals that were not subsidised.
- The units for 2015, according to the subsidy categories, were as follows: The total output of 271,95% was made up of
  - Journals: 231.52 units
  - Proceedings: 34.77 units
  - Books: 4.98 units
  - Chapters in books: 0.68 units

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The number of NRF-rated staff showed a positive change in terms of the increase Y-rated young researchers from 8 in 2014 to 11 in 2015. After remaining constant from 2012, the number of rated researchers increased by 8% in 2015.

**Table 58: Accredited publication units 2007-2014**

Year	Journals	Total	% change yoy	Units per permanent academic staff member	Three-year Average (Total units)
<b>2007</b>	66.56	79.57	–	0.5	–
<b>2008</b>	89.92	101.03	26,97%	0.7	–
<b>2009</b>	109.21	118.66	17,45%	0.8	99.75
<b>2010</b>	117.32	135.48	14,17%	0.9	118.39
<b>2011</b>	159.98	196.19	44,81%	1.3	150.11
<b>2012</b>	220.47	235.06	19,81%	1.5	188.91
<b>2013</b>	199.70	236.83	0,75%	1.5	222.69
<b>2014</b>	230.21	269.44	13,77%	1.6	247.11
<b>2015</b>	231.52	271.95	0,93%	1.6	259.41

**Table 59: NRF ratings**

NRF Ratings	2014	2015*
A	3	3
B	13	14
C	26	26
Y	8	11
<b>Total</b>	<b>50</b>	<b>54</b>

*\* 2015 includes Visiting Professor Prof S Sinha Ray's A-rating*

- Participation in a total of 216 research projects in 2015 as opposed to 172 in 2014, and 156 in 2013. Of these, 216 research projects in 2015, 142 projects reported access to funding external to the institution, in addition to institutional funding. This is an improvement on the 110 that reported external funding in 2014.
- In 2015, the Faculty had nine contracts with international institutions and nine contracts and agreements with national institutions; and 50 agreements with international and national institutions.
- Prof CS Whitehead applied to patent a "Mechanism to enrich plants with carbon" in September 2015.
- More than 215 addresses were delivered at international congresses and seminars, as opposed to 135 in 2014. Of these addresses, 122 were at events outside of Africa, 32 were at events in Africa but outside of South Africa and 64 were at international events held within the borders of South Africa. This constitutes an excellent improvement and shows the increasing internationalisation of the Faculty of Science.
- More than 114 addresses were delivered at national congresses and seminars.
- There were 63 Postdoctoral Fellows registered in the Faculty in 2015 as opposed to 89 in 2014. Of these 63 Postdoctoral Fellows, 51 were responsible for 23 conference proceedings and 118 journal articles. The total number of publications by PDRFs is thus 141. This is a marked improvement in the productivity of the postdoctoral fellows in 2015, thanks to a concerted effort by the Executive Dean and supporting academics.
- Faculty staff members served in a variety of capacities in a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ.
- There were 66 visitors from abroad who paid professional visits to the departments of the Faculty; of these, 30 visits were at least two weeks long. A total of 62 UJ staff members visited other institutions for research purposes, of whom 11 visited for periods in excess of two weeks.



- In 2015, the Faculty appointed or re-appointed 16 eminent scientists as Visiting Professors, Senior Research Associates or Research Associates. The total number of visiting associate professors was 24: 6 full Professors, 13 Senior Research Associates, and 6 Research Associates for 2015. This resulted in a total of 49 researchers as opposed to a total of 26 in 2014.
- The total Faculty Research Funds for 2015 amounted to R118 026 473.30, which constituted an increase of 78% on 2014. These funds should positively reflect in future research outputs.
- A number of research groups in the Faculty were dependent on the central analytical facility (Spectrum) for access to instrumentation and the analytical expertise of instrument scientists, as is evident by the number of publications acknowledging the facility in their publication and conference outputs.

**Table 60: Research funds**

Funding Source	2014	2015	%
NRF Funding	R52 240 470.00	R72 574 338.53	61%
URC Funding	R10 261 892.42	R12 736 108.00	11%
Other External Funding	R3 710 250.00	R32 716 026.77	28%
<b>Total</b>	<b>R66 212 612.42</b>	<b>R118 026 473.30</b>	<b>100%</b>

The summary research profile of the Faculty of Science is given in Table 61.

**Table 61: Research profile summary**

<b>% of staff members with PhDs</b>	73,01%
<b>Number of NRF-rated staff members</b>	54 (33%)*
<b>Highest Scopus H-Index in Faculty</b>	45
<b>Highest Google Scholar H-Index in Faculty</b>	56

*\* This includes visiting professor Prof S Sinha Ray's B rating*

## QUALITY AND FACULTY GOVERNANCE

Quality promotion and good governance remain a key priority within the Faculty. The necessary quality structures are in place to ensure compliance with good governance practices and quality criteria, and these structures and their functions were rigorously evaluated by the new Dean in 2015. The various committees for the quality monitoring of functions related to teaching and learning, research, higher degrees, and community engagement (established in 2015 by the new Dean) in the Faculty report to the Dean's Committee and the Faculty Board. Multiple departments – Applied Chemistry, Physics, Botany, Biochemistry, GEMES, and Geology – underwent successful departmental and programme reviews in 2015.

## COMMUNITY ENGAGEMENT AND SOCIAL IMPACT

Community engagement, in the form of community-based research and community outreach, is a core function of the Faculty. As such, the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities through a large number of community outreach projects.

The Faculty's Science Centre on the Soweto Campus provides supporting and enriching programmes to learners and educators in the vicinity of the Soweto Campus in the critical subjects of Mathematics, Physical Science, Life Science, English, Computer Skills and Geography. The Science Centre also has a mobile laboratory that provides services outside of Soweto as well as outside of Gauteng province. Further enhancing the Faculty's drive to promote science at basic education level, several of its staff members volunteered as judges at the Eskom Science Expo hosted at the Soweto Campus, engaging with the learners and encouraging them to pursue careers in science.

Active alumni engagement is demonstrated, among others, by the annual Academy of Computer Science and Software Engineering alumni breakfast, which was attended by 63 alumni coming from established institutions such as: Absa Capital, Amazon Web Services, BBD, CSIR, Discovery Vitality, DVT, Entelect Software, FNB, IBM, PMG, Microsoft, Nedbank, RMB Corporate Bank, SAP and Standard Bank. Several other departments hosted annual alumni engagement activities and opportunities.

## **BRANDING AND MARKETING**

The Faculty continued with a focused strategy to recruit top performers from schools (in especially the surrounding areas) and to entrench its presence and profile in the media and among its stakeholders. Actions in this regard include participation in the 12 Open Days of UJ, Top Achievers Day, Orange Carpet Day, the three Grade 9 Workshops, UJ Winter Enrichment Week, UJ Harvest Skills Festival, and UJ's Community Outreach Day. The Faculty also joined in UJ's Women's Day celebration. Numerous advertisements were placed in various media. The presentation of public lectures continued in 2015 in order to enhance the impact of the Faculty in the academic and public arenas.

SCIENTIAE@UJ continued with the focused strategy of the Faculty to recruit top learners from schools in especially the surrounding areas. Actions in this regard included practical sessions, excursions, special lectures presented by lecturers to learners, offering of bursaries to learners and especially to Mathematics and Science Olympiad winners, competitions, visits to schools by staff, exhibitions and seminars.

During the Winter School Enrichment Week (6-10 July 2015), which provided stimulating, topical and useful workshops and presentations to a wide range of participants, the Faculty had ten presentations/workshops with seven lecturers participating.

A large number of radio and TV interviews were held with various staff members of the Faculty including the Executive Dean.

Finally, a total of thirteen public lectures were presented in 2015.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

Matters concerning environmental sustainability are integrated in the research, undergraduate and postgraduate teaching, and community engagement programmes of the Faculty. Our four Citizenship modules contain specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability.

Besides a serious attempt at paperless meetings, paper recycling, collection of hazardous waste in laboratories, the disposal of biological waste and the campus-wide placement of recycle bins, there appears to be a need for continued education regarding the value and benefits of recycling to improve on the sustainability of these efforts.

The continued increase in the size of the institution in terms of student numbers places strain on the provision and maintenance of essential services, facilities and equipment and could potentially impact on the quality of teaching and research. As an example, the number of honours research projects in the Academy of Computer Science and Software Engineering will be increased to 81 in 2016 as opposed to 27 in 2015, an increase of 300%. The Executive Dean, Dean's Committee and Faculty Board remain vigilant to these challenges and are continually reinventing the Faculty's offerings to stay ahead or on par with the demands.

## **CHALLENGES AND RISKS**

A number of risks and challenges that affect the Faculty have been identified. Included in the risk category profile of the Faculty are:

- The high number of non-returning senior students as well as the high dropout rate of students remains a matter of serious concern. School leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, impact heavily on our pool of potential students as

well as on our throughput and retention rates. In view of the national imperatives to increase the number of science graduates, the Faculty offers extended programmes, has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments, the effective use of tutors and assistant lecturers etc.) to provide additional support to students and has established the Science Centre at the Soweto Campus to contribute to a larger pool of better prepared potential students.

- Retention and recruitment of good academic staff members is becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains a concern.
- The Faculty has a relatively high proportion of staff members with doctorates (73,01%) and master's degrees (26,38%), and the younger members are encouraged to become active and productive researchers. They are the researchers who will be needed to replace the senior research staff members with high NRF ratings who will leave the UJ due to retirement in the not too distant future. UJ and the Faculty have to ensure that younger staff members are given the support they need to develop professionally and to reach the NRF rating levels of their predecessors.
- Complications following from the lack of an institutional programme of planned maintenance of equipment, infrastructure and facilities, and the absence of appropriate consultations with staff, held serious implications for the Faculty of Science as important institutional risks in previous years, and continued to do so in 2015. A prime example is the delayed move into the new Chemistry/ Biochemistry laboratories that had not been completed by the end of 2015. This had a serious effect on postgraduate growth in the affected departments in 2015. The continued delay of occupation of the new premises in 2016 has also been identified as a new risk.
- The provision of adequate research and teaching space and infrastructure is an acknowledged problem in need of serious attention. In various cases, lecturers have to share inadequate office space.
- The resignation of six staff members from the Department of Applied Chemistry, who left UJ for a neighbouring, better paying, university, impacted on the Department, and on the research output of the Faculty. New staff members were quickly acquired, which allowed the Faculty to maintain the research output of previous years.
- Pure and Applied Mathematics has 46 lecturers sharing 23 offices at APK, while at DFC, Applied Chemistry, APEM and Biotech-Food technology lost office, lecture and laboratory space to other faculties, which severely impacted on their ability to grow and provide services to students. Applied Chemistry is one of the top producers of research publications in the Faculty and the institution, and the shortage of especially laboratory and office space experienced by this Department holds serious risk for the institution's future research subsidy submission.

## **CONCLUDING COMMENTS**

Having a strong research track record (we produce the highest number of subsidised research units and have the highest number of NRF-rated researchers in the institution), is extremely important to the Faculty where we also strive to continually strengthen our research footprint by supporting larger numbers of academics to improve their scientific contributions. This support comes in the form of access to funds to initiate research for those who are new to academia, providing sustainability funding to established researchers when funding dries up, assisting with conference attendance of new staff and postgraduate students and constantly negotiating access to underutilised research and office space.

The Faculty's commitment to employment equity needs improvement and is monitored vigorously. The institutional response to improving employment equity, by making assistant lecturer positions available, assists with 'building our own timber' from where future academics should eventually be appointed. Two valuable 'New Generation of Academics' Programme (nGAP) positions in departments where equity appointments have been notoriously difficult to achieve also support our future employment equity outlook.

The Faculty is scheduled for review by an international panel of reviewers in September 2016 and we hope that the outcome of this review will invigorate our aspirations of Global Excellence and Stature. We also plan to develop the Soweto Science Centre (SSC) into an institutional asset since many students who successfully complete SSC programmes eventually register in other faculties as well as Science.

A handwritten signature in black ink, appearing to read 'Debra Meyer', is centered on the page.

**Debra Meyer (Prof)**

Executive Dean: Faculty of Science

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# COMMUNITY ENGAGEMENT

## OVERVIEW

The University acknowledges its obligation to utilise its teaching, learning and research capacities to make a significant contribution to the social, economic and educational development of Johannesburg, the Gauteng province, as well as to the wider society – thus indicating its community engagement contribution. The Community Engagement (CE) Unit aligns its efforts to respond and adhere to the UJ's six strategic objectives as indicated below:

- **Strategic Objective One:** Excellence in Research and Innovation:
  - Encourage community-based research, e.g. the action research undertaken by the Volunteer Champions (VCs) in their various engagements with external stakeholders and the university community.
- **Strategic Objective Two:** Excellence in Teaching and Learning:
  - Support service learning by means of the Active Citizenship Module and new strategic projects;
  - Activate new volunteers among students, academics and support/ professional staff.
- **Strategic Objective Three:** International Profile for Global Excellence and Stature:
  - Ensure the success of the Nelson Mandela International Day and the International and National Women's Day by continuous engagement with international and global partners.
- **Strategic Objective Four:** Enriching Student-friendly Learning and Living Experience:
  - Expand and grow the UJ Volunteer Champion (VC) programme through the continued involvement and interactions with students based in residences, day houses, societies, RAG, the SRC as well as students not affiliated to any of the student structures.
- **Strategic Objective Five:** National and Global Reputation Management:
  - Initiate student exchange projects and activities for joint participation with partner universities.
- **Strategic Objective Six:** Fitness for Global Excellence and Stature:
  - Create interactive platforms of communication with leading experts in the community engagement environment.

### ***Community Engagement strategic focus 2015***

The focus is on the promotion of health and well-being, the values of caring and compassion, respect for diversity and human dignity, community participation, community empowerment, good citizenship and social justice (Community Engagement Policy, University of Johannesburg, 2014). This will be achieved through streamlining the capacity and efforts with available resources in order to drive CE's key priorities as outlined below.

CE will mobilise internal and external stakeholders towards the empowerment of communities by:

- **Priority 1:** Creating interactive platforms and communication with external stakeholders and the university community;
- **Priority 2:** Developing new strategic projects and activating new volunteers among students, academics and support staff;



- **Priority 3:** Ensuring the success of the Mandela Day and the National Women's Day;
- **Priority 4:** Continuing with the involvement and interactions with the members of the CE Advisory Board; and
- **Priority 5:** Initiating projects and activities for joint participation – alumni and students.

All of these are underpinned by an engagement ethos that centres on principles of humanity and collaboration, leading to amicable social compacts.

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

### ***Operating context***

Community Engagement is embedded in the University's mission as indicated by the powerful declaration "*inspiring its community to serve humanity*". Community Engagement as the third core function of the University is communicated in the UJ's value statement in the following terms:

- Imagination: Developing a cosmopolitan identity;
- Conversation: Engaging meaningfully with one another;
- Regeneration: Developing sustainability through creative contribution;
- Ethical foundation: Participating in and helping the community (Ubuntu).

In this way, UJ clearly demonstrates its commitment to being socially responsive, with the Community Engagement Unit playing a leadership role in this regard.

### ***Governance structures***

The Community Engagement Policy remains the foundation document guiding CE activities, initiatives and projects. The Community Engagement Advisory Board was fully functional and held its two meetings for 2015 successfully. Policy review discussions were documented in the minutes of the Board, and communication of the Policy to internal and external stakeholders also took place at Board level. The Community Engagement Sub-Committee for Partnership Project Placements was very instrumental at the two UJ@10 Round-table Engagements and played a leading role with regard to the audit research process in preparation. This sub-committee then took on the role of the Audit Task Team, who sat in on the three identified Service Provider presentations and provided verbal and written feedback on their choice of service provider. The final appointment of the auditors will be a University Executive Management decision.

### ***Risk management***

The risks identified by Community Engagement are indicated in the Risk Management Register of the University and managed in accordance with the Risk Management Policy.

### ***CE audit***

The Manager was tasked to embark on an in-depth research process for a CE audit to be conducted on all the registered UJ CE projects on the database. Previously, annual scope and impact studies had been conducted; but the move was now to an audit with a longer time span (e.g. every three years and not annually) in a format guided by the HEQC Audit into Community Engagement. The audit would involve a clear outline of how the study would be conducted, an assessment or more formal monitoring and evaluation process in terms of the developed methodology, as well as report compilation. Pending approval, this audit will be conducted during 2016.

## **CE POLICY GUIDELINES, PRINCIPLES, ETHOS**

### ***Policy Guidelines for CE implementation***

The Policy Guidelines are provided to guide the coherent implementation of CE, and are embedded within the functional portfolios of all the CE staff. The operational mandate of the Community Engagement Unit in driving the strategic priorities is to:



- identify, promote and coordinate community engagement initiatives (where required);
- collate and record institutional community engagement information;
- facilitate sustainable partnerships with communities;
- raise internal and external awareness of community engagement;
- facilitate training in service learning, community-based research and organised outreach;
- establish broad principles for planning, implementing, monitoring and evaluating community engagement;
- develop guidelines for the establishment of sustainable partnerships with local government, communities and relevant community service providers; and
- assist with identifying funding opportunities for selected community engagement projects.

CE's day-to-day operations reside within these guiding principles and the team undertakes to fulfil this mandate through structured stakeholder engagement at various levels.

### ***Principles underpinning CE activities***

- Community Engagement, in the form of service learning and community-based research, is a core academic function of the University. As such, service learning is a compulsory, credit-bearing component of identified academic programmes.
- Community Engagement, in the form of organised outreach, is an important component of the University's vision statement and one of its strategic goals, namely to be an engaged institution. Organised outreach, however, is not a core academic function of the University, but may be assessed for compliance with the UJ Conditions of Service.
- Community Engagement does not involve any form of remuneration for participants (i.e. employees and/or students) in community engagement projects, initiatives or activities.
- The University, as an engaged institution, is committed to interacting with communities in a partnership where all parties benefit from the relationship.
- The University is compliant with national guidelines and criteria (such as HEQC requirements for programme reviews and institutional audits).
- The University strives for sustainable development in its community engagement initiatives.
- All community engagement projects are managed in accordance with generally accepted tenets of good governance.
- Funding for community engagement projects (whether service learning, community-based research or organised outreach) is managed in accordance with the University's Financial Policies and the institutional Fundraising Policy.
- Accountability and responsibility for a specific community engagement initiative or community-based research project resides with the initiating faculty/department, researcher, University employee, student body or division concerned.

### ***Ethos governing CE initiatives***

- The focus of Community Engagement is on the promotion of health and well-being, the values of caring and compassion, respect for diversity and human dignity, community participation, community empowerment, good citizenship and social justice.
- The organisation and the management of community engagement projects ensure that activities are conducted professionally and oriented towards the improvement of community life in ways that are democratic, equitable, liberating and life enhancing.
- The goals of community engagement projects reflect the public good and are directed towards moving from theorising and reflection to action that contributes to sustainable positive change in the lives of participants/community and/or existing programmes or services.
- The values and practices of engagement connect knowledge produced inside and outside of academic institutions. The public good is best served when knowledge is collaboratively made and research findings are made known to the community concerned to the mutual benefit of all participating parties.

- Where relevant, the code of ethics of the respective professional councils and professional bodies constitutes an integral part of the ethos of community engagement.
- All service learning and all community-based research projects are compliant with the University's Code of Academic and Research Ethics.

## ROLE AND ACTIVITIES OF THE COMMUNITY ENGAGEMENT UNIT

The strategic role of CE is to "... support UJ by increasing democratic and diverse participation; co-operation and partnerships with all communities in society aimed at eradication of past inequalities and greater responsiveness to a range of social and economic challenges with a concomitant commitment of seeking solutions to such challenges" (Community Engagement Policy, University of Johannesburg, 2014). This strategic plan aims to provide a structured framework to enable the CE Unit to fulfil its mandate.

The Unit has five employees: the Head of the Unit with Administrative Assistant, and a CE liaison specialist based on each campus: APB, APK, DFC and SWC (now vacant and filled with a temp in 2015).

### *Major achievements during 2015*

The quest of the University of Johannesburg for Global Excellence and Stature has defined key strategic milestones aimed at enhancing its brand and elevating the institution's position in the global rankings. At the centre of this focus is the important role that Community Engagement (CE) needs to fulfil in fostering all its focus areas (service learning; community-based research; organised outreach, interaction with societies at various levels and promoting sustainable development). During 2015, CE made a significant contribution in collaboration with its stakeholders. While CE has taken advantage of existing opportunities in the global marketplace despite the many challenges facing the higher education sector, CE's success requires broad-based and sustained support from the extended community.

The Community Engagement Unit's major achievements across the four campuses for the year 2015 were as follows:

- The two **UJ@10 Celebrations Round-table Engagements** (August and September 2015), each combining two campuses with their external community partners, turned out to be a great success. The open conversations or dialogues on processes, successes and failures have been written up as the start of a best practice report on lessons learnt. These will become annual events.
- **The UJCEVC Programme** across the four campuses involves active weekly programmes: Mandela Mondays – hospital organised outreach; Throwback Tuesdays & Thursdays – NGO-organised outreach, which includes various projects at old age homes, crèches, children homes, after school homework and reading, etc.; Working Wednesdays – environmental sustainability, e.g. clean-up campaigns with City of Johannesburg (CoJ) and Pikitup. Volunteer Fridays (also called Tshwaranang Fridays) involve awareness campaigns on every campus, with assistance to Gift of the Givers. Service Saturdays are predominantly devoted to school tutoring programmes.
- **The UJ CE Project database** is kept accurate through regular updated reports provided by project leaders, and by presentations by faculty and division CE coordinators during the CE Advisory Board meetings. A total of 152 faculty-based CE projects, 18 division-focused CE projects and 42 student-driven CE projects were registered on the database during 2015.
- Active partnerships with 30 to 50 NGOs and/or Community Partners are maintained by each campus cluster. **NGO Forums** enhance volunteer champion interactions. Partnerships with International NGOs like American Field Service, Save the Children and Hope in the Heart (based in the UK) highlight the CE GES contribution. An NGO Think Tank was held with Kagiso Trust at the Soweto Campus with over 300 NGO partners in attendance. The Department of Social Development representatives participate in NGO forums on each campus.
- The annual **Roadshow** and **Showcase** are key highlights of the Volunteer Champion (VC) Programme and show the combined efforts of the four campuses. During the Roadshow, VC participants travel from campus

to campus advertising the CE Awareness Campaign. The Showcase presents registered student projects that stand out in terms of sustainability as well as addressing priority social justice issues. NGOs form part of the presentations.

- Successfully held institutional events, namely Nelson Mandela Day and National Women's Day, which involved participation from across all faculties and divisions with both students and staff. The internal UJ Community is fully represented as well as the external community, which include alumni, community partners and NGOs represented through schools, hospitals, government departments, etc.
- Annual student leadership **training** on Organised Outreach takes place from October, with refresher sessions per campus during recess as required. Service Learning and Community Based Research training is done for the benefit of NGOs and Volunteer Champions.
- **CE Audit Task Team 2015:** discussions took place at four crucial meetings with all faculties represented. External audit experts like KPMG, G3 Company and PWC were engaged on the different audit types they recommended.
- Two NGOs received Lottery funding through the CBO Capacity Building Workshops (which are held, as a minimum, four times each year, to enable access to funding possibilities identified by CE).
- The most outstanding achievement is the **total number of 10 050 Volunteer Champions** who actively and selflessly participated in organised outreach projects throughout the 2015 year.

## LOOKING FORWARD

Community Engagement is one of the three core responsibilities of the UJ – it is therefore recommended that the Community Engagement Unit should have much higher prominence to ensure its work towards establishing community engagement as a core pillar of the institution.

It is essential for the University of Johannesburg to have a full understanding of the projects initiated and implemented within its faculties and divisions to ensure their alignment with overall University objectives as well their contributions to and positive impact on the target communities. In order to achieve this, the following recommendations are made:

- A proper audit and profile of all activities that are defined as community engagement should be conducted to ensure their alignment to the University Policy and its strategic objectives.
- Faculties should manage and monitor their projects more effectively. In essence, it is recommended that each faculty employ a system that allows it to reflect the status and impact of a project at any given point in time and to provide feedback to the Community Engagement Unit to update the UJ CE database.
- There needs to be further integration between the Community Engagement Unit and the faculties; clear support for the prioritisation of community engagement within the faculties; and recognition of the role of the Community Engagement Unit as facilitator and overseer of initiatives and activities.
- Numerous organised outreach activities are undertaken by UJ staff and students, and it is therefore recommended that the Community Engagement Unit formally monitor all outreach activities to ensure that institutional resources are not expended on activities that do not fall under the broad umbrella of community engagement.
- The evidently missing seventh University strategic objective 2014-2025 should be included, namely Excellence in Community Engagement, as this will highlight the vital importance and acknowledgment of CE as the third pillar in the UJ. In turn, the Cinderella status of CE will be wiped out forever.

## Conclusion

Community Engagement at the University of Johannesburg has moved from adding value to our external constituencies to building strategic relationships – sustainable, reciprocal partnerships between the institution and its external stakeholder communities. This supports the University's aim of being an inclusively engaged, community-focused and socially responsive institution.

Community Engagement is one of the three core responsibilities of higher education institutions, alongside research and teaching. The University of Johannesburg has recognised the strategic importance of being an

"Engaged University"; has an approved Community Engagement Policy; has established the Community Engagement Advisory Board; and is involved in many activities structured around research, teaching and outreach that entail engagement with a wide range of communities. Nevertheless, a closer look needs to be taken at these activities and projects to ensure that they are coordinated, strategically planned and systematic endeavours that are indeed mutually beneficial to the University and to its communities.

"We should not expect all teaching, learning and research to be community engagement compatible. In the end, we should be striving towards a vibrant, integrated view of scholarship in a higher education context that includes teaching and learning, research and community engagement."

*Council on Higher Education (2009) Symposium Proceedings*

*CHE Symposium on Community Engagement*

*9 March 2009*

*Pretoria*

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**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services







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# STAKEHOLDER ENGAGEMENT AND INSTITUTIONAL ADVANCEMENT

## OVERVIEW

Stakeholder engagement impacts on UJ's reputation, both nationally and internationally, and it is therefore key for the University to achieve its 2025 Strategic Plan.

The stakeholder groups include, among others, staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and specific divisions at the University play an important role in stakeholder engagement. These interactions will be highlighted in more detail within their reports; indeed, stakeholder engagement, and specifically engagement with UJ students and staff as key stakeholders, is a core theme running through this Annual Report.

Most of the non-academic stakeholder engagement is managed through the Institutional Advancement Division, which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

This report will therefore elaborate on the University's stakeholder engagement, primarily through the activities of the Division of Institutional Advancement, which has as its purpose to advance the profile, reputation, stakeholder engagement and subsequent funding solicitation of the University. In 2015, an integrated approach was used to ensure alignment to the overall Strategic Plan of the University.

This drive has a wide scope and is achieved through integrating the functions and stakeholder engagement of the various operating sections of Institutional Advancement: Marketing and Brand that builds UJ's corporate brand; Strategic Communication that safeguards and advances UJ's reputation; Alumni Relations that stimulates vigorous engagement with UJ alumni; Community Engagement that creates active interaction between UJ and its communities; Development and Fundraising that manages the donor interface; as well as UJ Arts and Culture that produces and presents world-class student and professional arts programmes.

## OPERATING CONTEXT AND GOVERNANCE

In 2015, the Executive Director (ED): Institutional Advancement reported directly to the Vice-Chancellor and Principal. In November 2015, Ms Mpho Letlape, Deputy Vice-Chancellor Strategic Services, was designated with responsibility for the Institutional Advancement Division.

The Division of Institutional Advancement is made up of six operating sections, namely: (1) Marketing and Brand; (2) Strategic Communication; (3) Partnerships and Special Projects; (4) Community Engagement; (5) Development and Fundraising; and (6) UJ Arts and Culture.

Effective late 2015, UJ Arts and Culture was moved from the Division, and now forms part of the Faculty of Art, Design and Architecture (FADA).



Section heads in the Division held regular staff meetings and action plans were delivered to the ED for noting and comment. Each section head reported directly to the ED who conducted regular one-on-one meetings with them and chaired a monthly Heads of Section meeting to discuss issues arising within the sections, cross-cutting initiatives and opportunities, risks and mitigation strategies, transformation issues and the alignment of divisional initiatives with the University's strategic goals. All section heads submitted monthly reports to the ED.

In addition, Community Engagement (CE) reports to the CE Advisory Board, Development and Fundraising reports to the VC's Development Committee, and Arts and Culture to the Arts and Culture Advisory Board. Marketing and Brand is informed by the Marketing Committee.

## **RISK MANAGEMENT**

The Division has a Senior Manager appointed as divisional Risk Officer and the divisional Risk Register is a standing agenda item at monthly Heads of Section meetings. All perceived risks within the Division or institutional risks impacting on the Division are identified and revisited at the Heads of Section meetings to maintain the Institutional Risk Register.

During the reporting year, the risks for Institutional Advancement were the following:

### ***Compliance with the Protection of Personal Information Act (POPI)***

The risk associated with compliance with the POPI was addressed through interaction with the Corporate Governance Office.

### ***Property and operations***

Potential risks regarding buildings, systems, equipment and health and safety staff policies and adherence to UJ Policy were identified. The exhibitions at the UJ Art Gallery were protected by two staff members trained in security, and a camera and alarm system linked to UJ Protection Services.

### ***Reputational risk***

Mitigation of reputational risk involves clear crisis communication guidelines, and responding timeously to and building strong relations with media. To mitigate reputational harm, the Crisis Communication Plan and the Social Media Policy were reviewed and presented to management.

### ***Content and integrity of the institutional website***

Both the content and the technical integrity of the UJ website have been an ongoing concern. Following the Web Usability Study (conducted in 2014), which informed the structure and strategy behind the web redevelopment, a website with a new information architecture and 'look and feel' was launched in October 2015. Further detail is given below.

### ***Events***

Events have an inherently high risk. The risk of injury at events was further addressed, in collaboration with Protection Services, Health and Wellness and the Risk Manager. To maintain good reputation safety and any potential fall-out, the Event Risk Policy and Procedure was carefully implemented. The way forward includes indemnity forms and contracts signed by attendees (staff/visitors/students) and volunteer application forms.

### ***Risks related to staff capacity***

The risk of breaks in continuous communication flow due to the lack of structuring at UJFM was addressed. The contracts of the temporary employees were renewed, and the creation of core permanent positions at the UJFM will be further explored in 2016. Targets for the creation of revenue income generated through sales at UJFM will also be established.

A new Manager position was approved for the Office for Development and Fundraising. However, due to the shortage of experienced fundraisers, the position of Manager: Development and Engagements was only filled

in December 2015, and a junior fundraiser vacancy had to be filled at mid-year. The Office was fully capacitated at the end 2015, which should allow for improved results in 2016.

### ***Risk related to managing and monitoring Community Engagement projects***

There is a need for faculties to manage and monitor their Community Engagement (CE) projects more effectively. In essence, it is recommended that each faculty employs a system that allows it to reflect the status and impact of a project at any given point in time and to provide the feedback to the Community Engagement Department to update the UJ CE Database.

### ***Risks related to fundraising***

Current risks are associated with the downturn in the economy and the shrinking pool of donors, local and international, which impacts donor income negatively. The current instability of the South African economy could also hamper international support due to a lack in confidence in South Africa. However, the Office of Development and Fundraising, together with the Division for Internationalisation will be writing a plan in aid of international fundraising focusing on short-term and longer-term strategies.

### ***Loss of top-end and targeted student groups to peer institutions***

The strategy to mitigate the risk of losing top-end students to other institutions proved successful with the Orange Carpet applications up from 962 in 2015, to 1 610 for the 2016 intake – almost a 70% increase. Open Days have been refined to be more focused. The following interactions also took place: 189 Career Days at schools (high schools); 143 presentations to Grade 11; 257 presentations to Grade 12; 57 staff/teacher cupcake interactions – building relationships with all teachers at a school; 170 visits to LO teachers; 54 visits to principals; 8 Open Days, including the Orange Carpet Open Day; 10 parent evenings; 20 campus visits; UJ school briefcases delivered to 864 schools to date. Grade 9 subject choice seminars were attended by 628 learners, and 83 schools attended the Othello production at UJ.

## **STRATEGIC FOCUS AND TARGETS**

### ***Marketing and Brand***

The Marketing and Brand section is responsible for UJ's corporate brand building towards enhancing the reputation of the University in the minds of its various stakeholders.

In line with the UJ strategic objectives, a comprehensive three- to five-year strategy had been compiled to shift the brand from the former cool and trendy position to that of global stature and excellence, with the new campaign – The Art of Accomplishment (AoA) – launched in 2014. At the start of 2015, an updated international AoA activation strategy was compiled and presented, but the marketing team was advised to stop the AoA print campaign pending work that an ELG task team was doing under guidance of Prof Nina de Klerk. This pending of the print campaign affected all activities as a totally integrated approach is followed with all marketing efforts. The annual research (with an eight-year track record) to determine the success of our campaigns and to plot UJ's reputation traction, was also cancelled pending the appointment of an agency to determine UJ's future brand strategy and creative direction.

### ***Event Management***

The Event Management section organised more than 150 events in 2015. This included 59 graduation ceremonies and 12 professorial inaugurations. Prof Thomas Pikkety received an Honorary Doctorate at a special event on 2 October. A number of planned events were cancelled late in the year due to the #FeesMustFall campaign and outsourcing protests taking place on campus.

### ***Brand Management***

The brand internationalisation campaign, which was planned for 2015, was also impacted by the international AoA campaign revert. However, meetings were held with academics to see how best we can equip them –

with their buy-in – to grow the brand at all international contact points. This will be incorporated into future campaigns should this align to the new strategy.

### **Social Media**

A Social Media strategy with specific strategies was employed to grow platforms. All platforms are showing growth in numbers and engagement, as listed in the social media statistics (fan growth) below.

**Table 62: Social media stats 2014 to 2015 – number of fans per platform**

<b>Platform</b>	<b>End 2014</b>	<b>Early 2015</b>	<b>Mid 2015</b>	<b>End 2015</b>
<b>Facebook</b>	199 063	207 371	226 522	259 241
<b>LinkedIn</b>	–	–	13 710	15 200
<b>Twitter</b>	6 845	7 256	7 792	9 660

The strategy used for Facebook in 2015 was to grow the platform organically through proper content management and monitoring, and not to pay for page boosting or promotion. Although the content strategy had to be amended slightly, success was seen in the Facebook page growth and, more importantly, in the engagement garnered. Paid-for campaigns were run to promote the Twitter and LinkedIn base of followers as a means to spread a more Global Excellence and Stature (GES) level of message and to shift the perceptions of UJ. UJ was pitched, in the minds of legacy alumni, employers and industry as a whole, as a premier study destination for people wanting to further their careers, and for internationals.

The need for an overarching Social Media Policy for UJ was identified in 2014. The Social Media Policy and Standard Operating Procedures were compiled following thorough consultation with all internal UJ stakeholders and final approval is expected early in 2016.

### **Undergraduate marketing**

In the light of the hold put on the AoA campaigns, marketing projects were mainly undergraduate in nature and included the Orange Carpet Campaign, the Mini Open Day Campaign and the Grade 9 Subject Choice seminars. These campaigns were underpinned by the use of the AoA 'look and feel' and were rolled out across various paid-for and unpaid-for media. Each of these campaigns successfully attracted school learners to the follow-up events.

As noted above, the Orange Carpet strategy to increase the number of quality learners applying to UJ has proven successful with an almost 70% increase for the 2016 applications.

### **Awards**

In 2015, Marketing and Brand received four excellence and two merit awards at the Marketing, Advancement and Communication in Higher Education (MACE) Excellence Awards:

- Social Media/Social Networks: University of Johannesburg Facebook;
- Integrated Campaigns – Internal: University of Johannesburg Art of Accomplishment Internal Campaign;
- Integrated Campaign – Marketing: University of Johannesburg Art of Accomplishment Integrated Campaign;
- Integrated Campaigns: University of Johannesburg: Orange Carpet Campaign;
- Integrated Campaign – Events: Be CLEAR Grade 9 Subject Choices Seminar;
- Integrated Campaign – Student Recruitment: UJ Resource Pack for Educators.

### **Strategic Communication**

The Strategic Communication Office manages internal and external messaging in support of the brand. Included in its external remit are media relations, crisis communications, publications and web services, including intranet content. Communication with internal stakeholders includes staff and student engagement.

In 2015, the Strategic Communication challenge was to significantly highlight academic excellence through pro-active interventions, such as profiling UJ's research and teaching experts. The drive was in support of the

University's ambition to become a Pan-African epicentre for critical intellectual inquiry and scholarship. To this end, the nine different faculties were aligned to the four internal writers to achieve more focused content and media liaison relations.

In addition, the section coordinates media events and media engagements to further elevate the UJ Brand. University events are recorded throughout the year by a team of two photographers and a videographer to archive all material.

From January to December 2015, according to reports generated by independent media monitoring company NewsClip, 16 725 media items pertaining to UJ were featured in national print and broadcast media. Media items, including repeats on different broadcast slots (news and talk shows) as well as traditional print and online, encompass all media mentions of UJ including expert opinions, sport, media statements released by UJ, breaking media stories, current affairs and media enquiries. The media items had an equivalent advertising value rate of R46 601 173.07.

Ultimately, UJ garnered media coverage, which cemented UJ's experts as thought leaders, ensuring a broader spread of UJ exposure to enhance the University's profile. Significantly, several international media houses, such as the BBC and CNN, now utilise UJ experts. A total of 188 opinion editorials highlighted UJ's academic expertise to the public and 832 UJ expert commentaries appeared on unique topics in print, broadcast media and online media.

### Media cultivation

A vigorous approach towards building media partnerships with prolific media houses in South Africa and abroad has been embarked on to ensure that UJ research, initiatives and leadership are profiled in mainstream and niche media. To gain a global media footprint, extensive attention is given to new media. The media partnerships focus on the promotion of UJ as a place of critical inquiry and open dialogue on political, cultural, and economic matters affecting South Africa. A strong presence of UJ experts and leaders on various shows has been forged and mutually beneficial relationships with science, health and education journalists in the country have been nurtured. Throughout 2015, media engagement sessions were coordinated: media were briefed in an atmosphere where academics could present their research findings on a platform and where the media could interrogate directly and immediately.

### Website

Following the Web Usability Study (conducted in 2014), which informed the structure and strategy behind the web redevelopment, a website with a new information architecture and 'look and feel' was launched in October 2015. This website is fully mobile compatible. The project involved a clean-up of the entire website's content and ensuring that all sites are congruent. The migration of content from the old website to the new website was done with all the critical information already transferred.

### Webometrics

The main indicators show that the UJ website has increased from position 14 to position 12 in Africa. UJ has also unseated Rhodes in South Africa and is now in 8th position. The world rankings have also shown a jump from 1 204 to 1 178.

**Table 63: UJ webometrics world rankings**

	World Rank	Africa Rank	SA Rank
Aug-13	1 749	16	9
Feb-14	1 594	17	9
Aug-14	1 204	14	9
Feb-15	1 178	12	8

## Publications

- A glossy **Research Z-card** was produced in conjunction with the Research Office showcasing some of the major highlights of the University for promotional and reputation management usage.
- Three issues of the **U@UJ** magazine were published in 2015. A total of 2 500 hard copies were printed per issue and distributed throughout the nine faculties; and through most divisions, the Student Enrolment Centre, the Research Village, etc.
- Strategic Communication also produced the **Stakeholder Report** comprising: Annual Report 2014, Research Report 2014, Learning and Teaching Report 2014, and Community Engagement.

## Awards

In 2015, Strategic Communication won two merit awards at the Marketing, Advancement and Communication in Higher Education (MACE) Excellence Awards:

- Audio-visual/Video and Film Productions: University of Johannesburg e-NACT;
- External Printed Publication/Annual Reports: UJ Annual Stakeholder Reports 2014.

## Alumni Relations

Alumni Relations encourage both pre- and post-alumni engagements to build supportive and engaged contributions to the University. 2015 saw many challenges on to how to further market alumni relations successfully.

Maintaining the alumni database is crucial as it is the backbone of the overall operation of the Section. We have experienced a steady growth in alumni members during the last quarter of 2015; this is a key indicator of the stability of our integrated platforms linked to the alumni and pre-alumni events. Alumni membership has increased from 332 to **537** in 2015.

In 2015, significant advancement in stakeholder engagement was evident in UJ Alumni Relations. The section collaborated with UJ faculties and academic support departments to ensure renewed engagement with pre-alumni and affinity groups, resulting in the distinguished Climate Change Public Lecture delivered by the Minister of the National Department of Environmental Affairs, and the Kagiso Trust event exploring alternative funding models for non-governmental organisations (NGOs).

Furthermore, strategic partnerships with foundations, government departments and private corporations strategically linked to specific portfolios were forged during the course of 2015, including 4 Real Rewards, Universum, Renault SA, Monster Energy, PPS, Kagiso Trust, Ministry of Environmental Affairs in the Premier's Office: Youth Development, and Yale University.

A total of 1 025 alumni attended events organised by the Alumni Office; about 3 000 registered to attend the Alumni Festival (unfortunately postponed due to the #FeesMustFall campaign). A total of R577 000 was raised from both sponsorships and alumni memberships.

## Community Engagement

As an engaged university, one of the UJ's strategic goals is to "add value to external constituencies through strategic initiatives and partnerships" by engaging in mutually beneficial community partnerships. Community Engagement is one of the key pillars embraced by UJ for 2025, as part of the broader objective of being an engaged university. UJ aims to contribute to the developmental challenges in our region and country, especially by producing quality social economic innovations.

All CE Calendar initiatives for 2015 were successfully delivered. Interactive platforms for communication with external stakeholders and the University community were created.

The total target of **10 050** Volunteer Champions (VCs), as set in the MEC Scorecard for 2015, was met and exceeded to **10 842**, despite associated staffing and transport challenges. VCs by campus were as follows: Doornfontein Campus **3 320**; Soweto Campus 2054, Auckland Park Bunting **2 718**; and Auckland Park Kingsway **2 750**. The VCs went on foot to community partners in the areas surrounding the four campuses; going forward a sustainable transport system has to be put in place.

Two round-table engagements as UJ@10 events were held in August and September 2015. At each engagement, 10 Community-based Organisations (CBOs) were acknowledged for their 10-year partnerships with UJ. The events sought to create a platform with all external CE partners meeting and sharing their engagement experiences and the lessons learnt.

A new partnership with Judicial Services has been forged and students across the four campuses are referred to CE to volunteer up a minimum of 100 hours of their time towards community enriching work.

Joint projects with faculties in 2015 included:

- a joint Human Rights Day with the Faculty of Humanities on 21 March 2015;
- a project with the Social Work Department at NGOs in Soweto, namely Ikageng Itureleng and Push;
- the FADA Jewellery Project, which is ongoing; and talks with Graphic Design and Fine Arts have taken place for projects to be rolled out in 2016;
- CE is also assisting in the multi-faculty Soweto Farmers project with Humanities, Management, FADA and FEBE. VCs are working alongside farmers, maintaining the food gardens, and providing assistance during the monthly Saturday markets.

Partnerships have been established with the City of Johannesburg, where students from Engineering, Building and Town Planning will be utilised as UJ CE VCs to assist with the upgrading of the inner City of Johannesburg.

### ***Development and Fundraising***

The aim of the Development and Fundraising Office is to raise funds from corporate and governmental organisations, locally and internationally, for UJ priority projects; and to facilitate core and faculty projects. The Office manages the donor interface – including donor identification, cultivation and solicitation – and also coordinates the donor database, facilitates stewardship initiatives and monitors and records all donations to the University.

Development and Fundraising had a challenging year in 2015, and nevertheless as an institution managed to increase donor income somewhat by 2,58%.

### **Kresge-Inyathelo**

The Office has a challenge grant from the Kresge Foundation managed by Inyathelo, which requires the achievement of regular milestones for the grant to be renewed. With all fundraising targets aligned with UJ priority projects, this is an excellent opportunity to promote Advancement at institutional level.

In 2015, the Office set out to accomplish the following:

- Donor identification and cultivation – broaden and enrich funder/donor networks of the University of Johannesburg, to enhance funding opportunities for specific projects;
- Achieve the Office's fundraising target of R12 million (paid) for 2015 – solicit financial support in cash and in kind (goods not services) from existing and new funders and alumni;
- Stewardship – develop and implement a stewardship programme with a focus on loyal and current donors;
- Annual Giving Fund – launch the UJ Annual Giving Fund together with the Alumni Department;
- 555 Project – develop and launch a project that will engender civil responsibility and a culture of philanthropy among students and staff.
- Donor income report – capture the quarterly donor income report for the institution.

These milestones/key performance areas were met in most instances and supported the University not only in growing its donor income through dedicated fundraisers, but also in promoting and mobilising fundraising efforts among all staff. Such fundraising efforts included stewardship practices, annual giving programmes and special initiatives such as UJ's 555 Bursary Support Programme. The donor support that was attracted can be seen in the institutional donor income amount of R74 million raised in 2015, which illustrates the success of the work we do.

The Development Office is predominantly aligned to GES Objective Six: Fitness for Global Excellence and Stature. Efforts to solicit additional funding towards the support of University flagship initiatives started in 2014 and

continued in 2015. The Office was mandated to focus on event fundraising in 2015, which took much of the Office capacity, but having learnt from this, the Office will conduct business more wisely in 2016. Over and above the time spent on events, the Office enhanced current relationships and established new ones to solicit funding for the flagship initiatives. Most KPIs were aligned with the Kresge-Inyathelo milestones and supported our working towards the achievement of the third challenge grant for UJ.

### **Donor identification and cultivation**

The donor database was enhanced in 2015. One hundred and two email addresses were verified and updated, while 290 new prospects were identified locally and internationally for UJ priority projects in 2015.

Four newsletters were created and sent to the UJ donor community, while the Development website was updated and maintained throughout the year.

Seven donor engagements were hosted, of which three were with UJ MEC members, two with ELG and two with UJ staff members. Five fine-wine-and-dine tables were hosted and one 80-seat fundraising fine-wine-and-dine function was held. The institution's major fundraising event for the year was a Fun Walk. One stewardship Thank You Function was hosted for UJ's bursars together with Student Finance.

### **Fundraising**

As part of the fundraising drive, international fundraising was explored and extensive prospecting work done in Norway, Sweden, France and Japan. A funding application was completed with the Norwegian University of Science and Technology (NTNU) for R3.7 million (part of a Horizon2020 call). A visit to Skövde University, arranged by the Division of Internationalisation in Sweden, took place in November 2015 – this was to enhance relationships between Sweden and Africa and doors that had been opened between the universities' Faculties of Health. An international student bursary programme with the University of Skövde was proposed, which is still being lobbied.

One hundred and sixty-five donor and prospect engagement visits were conducted by three staff members in the Development Office.

The office received R12 989 840 million (paid and gifts-in-kind) from the following corporates in 2015:

- R5 million for Samsung Lab (gift-in-kind) was launched in September 2015;
- BHP paid R5 million towards the Doornfontein Project;
- Bursaries received R1 929 840 from SANZAF;
- R500 000 was received from IDC for process automation;
- R260 000 was paid by Discovery Fund towards a project in health;
- R300 000 was received from Loewenstein Trust for 555 Bursary Initiative.

All funding was in aid of the priority or faculty needs of UJ.

### **1001 Seats of Knowledge**

To raise funds for the library, the '1001 Seats of Knowledge' project was changed to 101 Seats of Knowledge due to capacity constraints. This would have been a big fundraising gala dinner, but had to be cancelled due to student #FeesMustFall protests. The Office raised R68 000 from Bidvest and Alexander Forbes towards this function, which will now take place in June/July 2016.

Separate targets were set for fundraising from different constituencies.

- Through the UJ Fun Walk, UJ, in partnership with the Gauteng Department of Education, raised R764 000 for UJ students who were academically performing, but could not be funded due to the NSFAS shortfall.
- R42 000 was raised at the 80-seat fine-wine-and-dine fundraising event, which was well represented by corporates in a sold-out venue.
- R40 000 was raised from the 555 student fundraising production hosted in the UJ Auditorium.
- Staff gave in the region of R40 000 worth of goods for the toiletries collection at Staff Day in aid of 555.
- R200 000 was raised towards the Water Conference hosted by the Department of Applied Chemistry, and R2 000 000 was secured for water-related projects.



In summary, this milestone was fairly successful – the committed amounts for our paid targets were met.

Board of Governors members were encouraged to participate in fundraising activities, and one of the invitees facilitated a dinner between the CEO of Pan-African Resources and members of UJ MEC. Three workshops were hosted, and two newsletters were published in aid of further fundraising activities.

### Stewardship

To enhance our current stewardship practices at institutional level, the Office designed a survey which was sent to 60 donors, prospects and alumni to understand their views and expectations of UJ (the survey will be analysed and outcomes will be operationalised in 2016). A case document containing information about the management of donor relationships was compiled in 2014 and shared with all the faculties in 2015. Six departments and UJ staff were engaged on good stewardship practices. The seven-point contact practice was initiated this year and 12 donors, prospects and alumni were contacted at least seven times in 2015, over and above individual visits and functions.

### Annual Giving Fund

The giving page on the UJ website was positioned towards giving. Specific individual giving messaging aligned to projects was developed for the web. Two appeal letters were shared with alumni in 2015; however, the launch of the Annual Giving Fund had to be postponed together with the planned Alumni Festival.

### 555 Project

Although the name is starting to resonate with staff and students, impact on the fundraising side has not yet achieved its goals; consensus was reached that this project was not making enough impact on the fundraising side and should be restructured in 2016.

2015 saw one production in aid of student giving towards 555, which was filmed by YoTV and aired at no cost on SABC1. This event raised R30 000 from Investec and R10 000 from Nedbank in aid of 555. The Loewenstein Trust also contributed R300 000 towards the 555 Fund. Communication was developed and aimed at staff, as well as students, to entice them to contribute towards the student aid fund. For instance, Staff Day on 29 May raised in the region of R40 000 worth of toiletries, which were disseminated to students by Student Affairs and Academic Development and Support.

### Donor income

The following table shows trends in donor funding over the past five years. Although there was only a 2,58% increase in 2015, this is considered good performance in view of the downturn in the economy, the shrinking pool of local and international donors, and the growing lack of confidence in South Africa.

**Table 64: Donor income – comparison 2011 to 2015**

Year	Income	Trend
2011	R55 587 777	
2012	R77 583 810	↑
2013	R54 213 394	↓
2014	R72 357 510	↑
2015	R74 231 155	↑

Donor income reports are compiled monthly by the Development Administrator and results are presented and discussed at the quarterly VC fundraising meetings, highlighting trends.

### Arts and Culture

UJ Arts and Culture formally became part of the Faculty of Art, Design and Architecture (FADA) on 1 August 2015. After ten years of existence, it was felt that the Arts and Culture Division could benefit substantially from having an academic 'home'.

UJ Arts and Culture produces and presents world-class student and professional arts programmes. These are aligned to the UJ vision of being an international university of choice, anchored in Africa, dynamically shaping the future. A robust range of arts platforms are offered for students, staff, alumni and the general public; arts venues present the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities. Emerging and established Pan-African and international artists are drawn from the full spectrum of the arts.

The footfall for UJ Arts and Culture activities was 41 400, with audiences for activities produced by UJ Arts and Culture accounting for 51,17% (21 185) of the total figure and the remaining 48,83% (20 215) attending activities hosted by UJ Arts and Culture. By the close of the period under review, UJ Arts and Culture had produced and hosted a total of 110 events (where an "event" may be defined as once-off or running for several weeks).

## **ADDITIONAL STAKEHOLDER ENGAGEMENT**

Thus far, this report has highlighted stakeholder engagement through the University's Institutional Advancement Division. A report on stakeholder engagement, however, will not be complete if it does not highlight the significant role other support divisions within UJ play in stakeholder engagement.

What follows are highlights of these endeavours by the Division of Student Affairs, UJ Sport and the Division of Internationalisation. Full details of their scope of engagement, work and achievements can be found in their individual reports.

### ***Student Affairs***

In the process of providing services and extracurricular programmes and activities to students, the Student Affairs Division collaborates and partners with various external stakeholders. For example, Student Affairs continued to partner with the City of Johannesburg's (CoJ) Urban Development Department, Ward 69 Councillor, the South African Police Services (SAPS) and various service providers to provide accredited off-campus accommodation to students. The CoJ, SAPS and the Ward Councillor assisted the University to monitor and enforce compliance with the CoJ's Commune Policy by the service providers.

Student Affairs, in collaboration with the UJ Protection Services Unit, continued to work with the local SAPS units regarding student safety and security in and around the University campuses. In partnership with Gift of the Givers and Stop Hunger Now Organisation, Student Affairs managed to support 3 524 students through the Student Meal Assistance Programme. Several other partnerships were in place for implementing programmes and events aimed at curbing risky student behaviour. These include the partnership with Kwanele Enuf for the launch of the Zero Tolerance to Gender Based Violence Programme, the National Youth Development Agency for training student leaders and the South African National Council on Alcoholism and Drug Dependence (SANCA) to promote responsible alcohol use.

Further details can be found in Section 13 of this Annual Report.

### ***UJ Sport***

In addition to its focus on campus sport (both sport participation and sport excellence) for current students, UJ Sport makes a substantial contribution to maintaining and building relationships with alumni through sport. Recruitment programmes through community engagement programmes with schools have been beneficial for both the schools and UJ, with specific focus on Lancea Vale Secondary School.

Particular areas of focus include Sport for Students with Disabilities, where UJ has developed a strong reputation, with several alumni qualifying for the 2016 Paralympics to be held in Rio. Collaboration took place with external stakeholders, such as the Physiotherapy Department of the Netcare Milpark Hospital, Wits' Biokinetic Department and the Bryanston branch of the Parkinson's Association of SA. In collaboration with the Donald Gordon Medical Centre, the Biokinetic Clinic continues to pride itself as a leading centre for the treatment of chronic neurological diseases, especially Parkinson's disease.

## **Internationalisation**

Internationalisation at UJ entails the cultivation of an international environment on campus and in the academic curriculum. Crucial to the mandate of Internationalisation is the development of international partnerships and the implementation of international collaborations involving research, and student and staff mobility. Another important component to the above mandate is growth in the number of international students at UJ. The targeted number of 2 829 international students for 2015 was exceeded, with 2 903 international students registered by the end of 2015 (1 956, UG and 947, PG)

During 2015, Internationalisation targeted over ten countries on three continents and participated in 13 exhibition and information sessions. Internationalisation also ventured into South America, once again to build on the brand awareness created by the visit in 2014; this was achieved by exhibiting in five cities in Brazil. The Division also revisited Abu Dhabi to exhibit and to attend the QS-MAPLE Conference and Exhibition.

Stakeholder engagement continued with BRIC countries in 2015. The UJ Executive visited Brazil, Mexico and China and Russia to further cement UJ's commitment to the BRICS partnership. The visits included engagement with strategic universities within these countries to find common areas of collaboration. At the end of 2015, three institutional partnerships were entered into as a result of these engagements.

As UJ becomes more visible globally, the University attracts more potential partners, with the University continuing its tradition of offering warm hospitality to international guests and delegations. Some of the best universities around the world congregated at UJ when UJ and Times Higher Education (THE) hosted the inaugural THE/UJ Africa Universities Summit. The Summit was historic, as the first Africa universities rankings were launched on the final day of the conference.

In addition, UJ hosted 26 engagements from notable institutions and countries across the globe. These institutions include Beijing Normal University, Krakow University of Economics, Istanbul University, Capital University of Economics and Business, Belarusian State University, NUST MIS&S and UNICAMP. During these engagements, collaborations were discussed and embarked on. International engagements also included university and government delegation visits from Gambia, Indonesia and Vietnam, and the Ambassador of Venezuela to South Africa visiting UJ.

Another significant signing was UJ's entry into the U21 Joint Doctoral Consortium. A further new consortium that UJ entered in 2015 is the European Union funded Erasmus+ for student and staff mobility. This brings to three the number of EU-funded consortia of which UJ enjoys membership, thus improving our developing footprint in Scandinavia.

Specific focus was given to African partnerships in 2014 and this continued in 2015. This strategy speaks directly to UJ's aim to become the Pan-African epicentre for critical intellectual inquiry and scholarship. In this regard, significant partnerships were discussed and formed with African universities, including Dar es Salaam University College of Education, Zanzibar University, University Cheikh Anta Diop De Dakar, Mountcrest University College and the University of Ibadan.

The strong relationship that exists between UJ and IDEP continued in 2015 with a further two short learning programmes hosted at the University. The University of Johannesburg also hosted a group of 120 students, facilitators and senior AU officials as part of the AU Youth Volunteer Pre-Deployment Orientation and Assessment Training.

Relationships with governments, especially in Africa, continued to grow, contributing towards UJ's connectedness to the continent, as well as to potentially growing funded student numbers, in line with the University's strategic objectives, vision and mission. This ongoing relationship with governments can be illustrated by an MOU being finalised and signed with the University of the Gambia in 2015. The agreement transpired after a visit by the University of the Gambia together with a senior government delegation from that country. A further important development in 2015 was the signing of an agreement with National Manpower Development Secretariat, Lesotho.

Please see Section 9 of this Annual Report for further details.

## CONCLUSION AND WAY FORWARD

The Division of Institutional Advancement concluded 2015 with more triumphs than challenges as a result of optimising the strengths of the award-winning division. This has foregrounded the need to build further robust strategic relationships with our internal and external stakeholders. To this end, in 2016 an engaging, ongoing programme will be presented by the entire Division to internal and external stakeholders. Invaluable lessons have been learnt from the #FeesMustFall campaign, which should assist in profiling the University's efforts towards progressive conversations in not only Johannesburg, but in South Africa and the rest of the continent.

As we look forward to the exciting and world-class initiatives planned for 2016, the Division will seek to grow, exponentially, its work towards creating institutional prominence in terms of national and global reputation, as we host events such as the *Yale-UJ Pan-African Alumni Leadership Exchange*, a collaboration between Yale University and UJ with specific focus on best practice exchanges between African universities and an Ivy League institution.

The Division will continue to partner with key stakeholders for an enriching and student-friendly living and learning environment, which will foreground UJ as an international university building a profile of Global Excellence and Stature.

The Division will seek to develop simplified project measurement, monitoring and evaluation tools to track its contributions on input, throughput and output towards GES.


All portfolios will operate within parameters and principles of Good Governance as outlined in KPI 124, Legal and Ethical Compliance: Risk Management and Mitigation of Risk.

Community Engagement, one of the three core responsibilities of higher education institutions, alongside research and teaching, will continue to seek more avenues of building sustainable and reciprocal partnerships between the institution and its external stakeholder communities. This supports the University's aim of being an inclusively engaged, community-focused and socially responsive institution.

Guided by UJ Strategic Objectives for 2025, the Marketing and Brand Management Section will remain focused on promoting the reputation of the UJ Brand as one of Global Stature and Excellence. The focus for 2016 will be on implementing the new strategy and visual language proposed by the new agency. Work has also been done on a potential marketing campaign to address the #FeesMustFall national scenario.

The Student Marketing Department will again focus on attracting better quality students rather than on quantity, while a specific above-the-line Orange Carpet campaign will again be run.

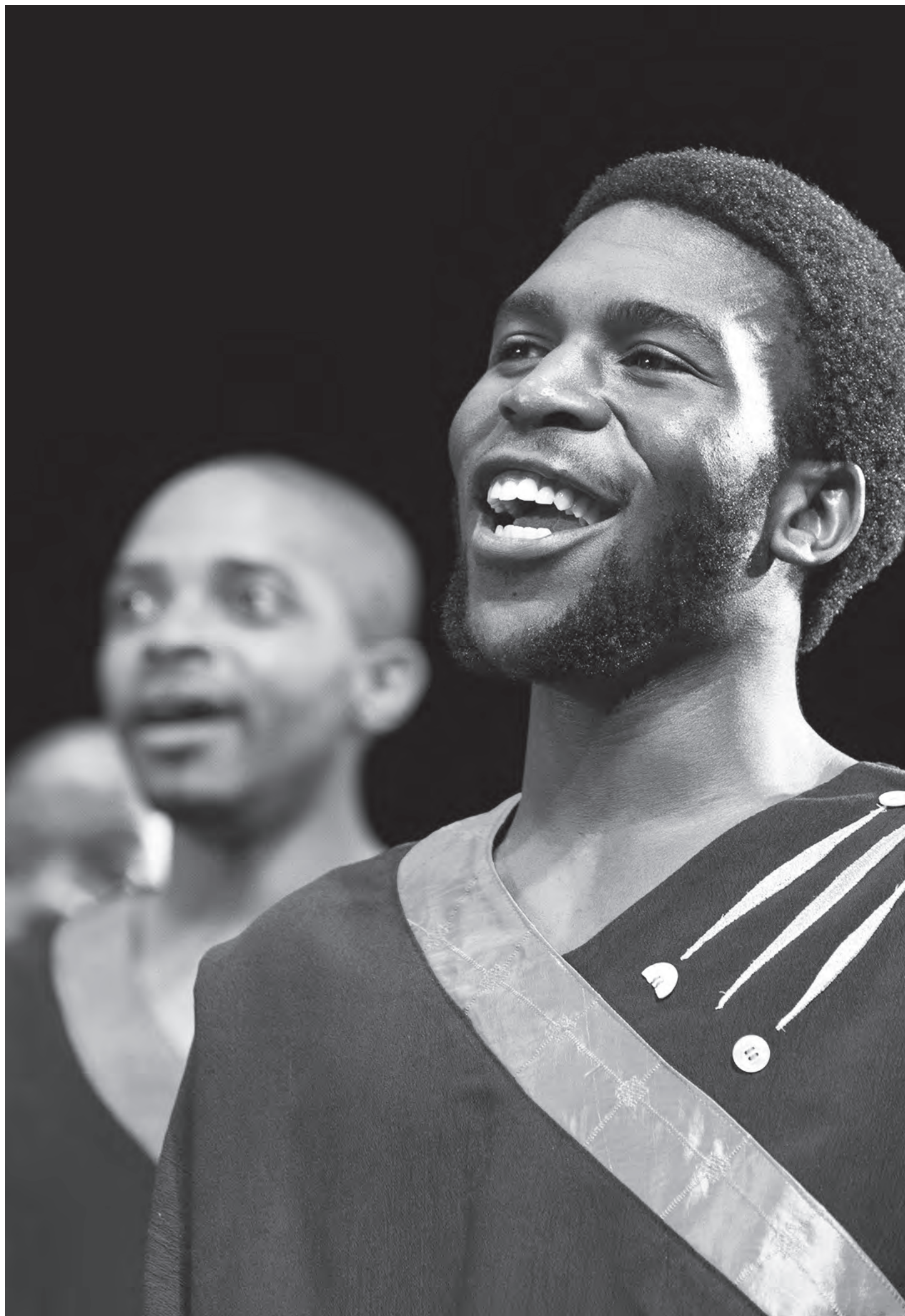
The Development Office will strategise wisely and strengthen its abilities to deliver more funding applications, locally and abroad in 2016, to improve donor income, even in financially challenging times. A more focused Strategic Government Relations Strategy will be developed towards increasing third-stream income and cultivating an enabling relationship with government in support of this role. The next couple of years up to 2025, will see fundraising activities escalated in support of Global Excellence and Stature. With growing capacity, set targets will increase to maximise third-stream income for the University's strategic objectives.



**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services









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# STUDENT LIFE

## OVERVIEW

This section focuses on student life at the University with reference to Student Affairs, Arts and Culture and Sport. Student Affairs is headed by an Executive Director, Sport is headed by a Senior Director, and Arts and Culture forms part of the portfolio of the Executive Dean in the Faculty of Art, Design and Architecture (FADA). These portfolio leaders are responsible for leadership and governance and report to a member of the Management Executive Committee (MEC).

### STUDENT AFFAIRS

#### OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

##### *Operating context*

The Student Affairs Division continued to focus on providing a nurturing and supportive environment to enable students to succeed academically. The Division also offered extracurricular programmes and activities aimed at fostering the all-round development of students as well as meeting their needs and interests. This Division comprises three sub-divisions, namely, Student Accommodation and Residence Life (SARL), Student Ethics and Judicial Services (SEJS) and Student Life and Governance (SLG).

SARL focused on the admission and placement of students in residences; residence life; residence operations; vacation accommodation; and accredited off-campus student accommodation.

The SEJS Unit was responsible for conducting preliminary investigations into complaints or incidents; taking corrective action where necessary through alternative dispute resolution measures, such as discipline through dialogue, conflict resolution as well as reparation; taking corrective action through formal disciplinary hearings; and ensuring that the sanctions were implemented correctly. The Unit also coordinated and presented programmes aimed at promoting a culture of ethics among students.

SLG was responsible for coordinating student development activities and providing administrative support to student structures, such as the Student Representative Council (SRC); student societies; RAG; the *UJ Observer*; as well as general student development programmes.

##### **Governance**

The Student Affairs Division reported to the Senior Executive Director (ED) in the Office of the Vice-Chancellor during 2015. Three directors, namely the Director of Student Accommodation and Residence Life (SARL), the Director Student Ethics and Judicial Services (SEJS), and the Director Student Life and Governance (SLG) reported to the ED Student Affairs.

The University of Johannesburg Student Representative Council (UJSRC), the four campus SRCs, house committees and various committee structures made up the student governance structure. The 16-member



UJSRC Council was made up of eight elected members plus the secretaries and chairpersons of the campus SRCs. Each campus SRC had 10 elected members and this brought the total number of SRC members to 48.

The House Committee Primaria Council, made up of the chairpersons of all residence house committees, together with the house committees – one for each of the 33 residences and day houses – formed the core of the student governance structures in residences. These were supported by the sub-house committees, which consisted of floor representatives and the residence academic advisors who facilitate the residence academic programme. In addition, the Residence Monitoring Committee, comprising residence managers, house committee members, house wardens and the Head of Residence Operations, was responsible for monitoring residence operations and maintenance matters. Lastly, the Residence Oversight Committee comprised staff and students who monitored the residence introduction programme and reported on activities that were not in line with UJ values in residences during the first month after the reopening of the University.

Student disciplinary hearings were conducted by the Student Disciplinary Committee, the UJSRC and a Campus SRC, the Residence Disciplinary Committee, a disciplinary committee of a residence or day house, a disciplinary committee of the Library Services, a disciplinary committee of the Sports Bureau, a lecturer, a tour manager and an external person or committee. The Student Disciplinary Committees were constituted by a chairperson, an assessor, an SRC representative and SEJS officers who acted as presenters and administrators during student disciplinary hearing as per policy. The chairpersons and assessors appointed were either senior lecturers from the Law Faculty or external legal experts. SEJS submitted quarterly reports on student disciplinary cases, detailing trends, statistics and findings to Senex and the Student Services Council.

The Management of Student Affairs held monthly staff meetings and monthly meetings with the UJSRC and campus SRCs, house committees, RAG committees and the *UJ Observer* in order to ensure good governance and quality management. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The Student Services Council (SSC), which was co-chaired by the DVC: Internationalisation, Advancement and Student Affairs and the UJSRC President, met quarterly to address issues pertaining to student services and support.

### **Risk management**

Several risks related to student life and activities were identified and mitigating mechanisms were put in place. The following risks were prioritised:

- *Squatting and sub-letting* – Regular raids were conducted in UJ residences by SARL, assisted by Protection Services.
- *Lack of adequate accommodation on campus forcing students to stay in off-campus accommodation that does not meet UJ standards* – The construction of the new residence at the SWC was completed at the end of 2015. The reviewed Off-campus Accommodation Policy and the accreditation process were approved by the MEC. Administrative staff were redeployed within SARL to augment the Off-campus Accommodation Office on all campuses.
- *Safety of students* – The collaborative efforts with Protection Services and the local police station continued. Regular safety and security awareness campaigns were conducted.
- *Student protest disrupting University business* – The biggest risk of disruption of the University business was during the #FeesMustFall campaign, which had a negative impact on the 2016 SRC elections and posed a threat to the 2015 end of the year examinations. Student Affairs regularly and extensively engaged with student leaders from various political and student organisations, including newly formed student organisations that were contesting for space within student leadership and governance, to ensure that matters were resolved before they escalated into student protests. Student leaders were also advised of the procedure to follow when staging protests. Student Affairs worked extremely hard to prevent the collapse of the student governance system and facilitated meetings between various student representatives, divisions and management. Student disciplinary procedures were also applied where necessary to deal with misconduct that occurred during the student protests.
- *Disregard of legitimate student structures* – The strict application of the SRC Constitution and the SRC Electoral

Policy as well as student regulations ensured that independent students and student structures opposing the SRC did not subsume the role of the SRC and delegitimise it in the eyes of the general student body and the UJ community.

- *Disruption of SRC elections* – Student protests in October 2015 also disrupted the 2016 SRC elections and further compromised student governance as the students were opposed to the appointment of the Student Advisory Council (SAC). SAC was appointed by the UJ Management in line with the SRC Constitution.
- *Rejection of the SRC Constitution and Electoral Policy reviews* – The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC, as well as the proportional representation of organisations in the SRC. The 2015 SRC continued to contest the amendments that were approved by the Council and this delayed the implementation of the revised SRC Constitution and Policy.
- *Outdated residence traditions and practices* – A strategy to engage students in an effort to create a new ethos and culture and to rename the residences was approved by the Naming Committee of Council.
- *Risky student behaviour* – The Risky Student Forum was revived and working guidelines were developed with stakeholders. Through collaborative efforts of the stakeholders programmes, like Kwanele Zero Tolerance to Gender Based violence, anti-drugs and alcohol programmes were implemented.
- *Discrimination against and alienation of students* – Student Ethics continued with programmes addressing social cohesion and diversity, such as lesbian, gay, bisexual and transsexual (LGBT), xenophobia and cultural diversity. Awareness campaigns and conversations on diversity with student leaders were intensified.

## **STRATEGIC FOCUS AND TARGETS**

The strategic focus of Student Affairs was on *Strategic Objective Four: Enriching Student-friendly Learning and Living Experience*. However, Student Affairs also contributed towards the achievement of Strategic Objectives One, Two, Three and Five.

### ***Strategic Objective One: Excellence in Research and Innovation***

Student Affairs continued to provide an environment conducive to creating excellence in research and innovation by providing world-class accommodation to postgraduate (PG) students and postdoctoral fellows. In 2015, SARL exceeded the 10% policy requirement, as postgraduate students accounted for 11% of the overall residence students.

At the campus level, postgraduate students accounted for 16% in APK, 18% at APB, 1% at DFC and 3% at SWC of all residence students. Of this category, 0,5% were postdoctoral research fellows (33 of the 731 postgraduate students in residences). For the first time, some residences (Goudstad, Mayine (Broadcast Court), Gloucester, Thomas Sankara (Student Town), Admin Flats, Faranani (Melrose Place), Akanani (Sunvalley), and Robin Crest) were dedicated to housing postgraduate students. All these residences established house committees, thus contributing to improved postgraduate student participation in organised student life.

Postgraduate students also participated in organised student activities and 25 of them took leadership positions in the structures of SRC, societies, RAG and *UJ Observer*. The Postgraduate Student Association was relocated to Student Life and Governance in the second semester of 2015. The Postgraduate Student Association Committee was elected under the supervision of SLG on 1 October 2015 and they were inducted on 21 and 22 November 2015.

### ***Strategic Objective Two: Excellence in Teaching and Learning***

UJ had the capacity to accommodate 38,9% (19 432) of enrolled students on and off campus, which was an improvement on the 31,8% of 2014. Off-campus accommodation accounted for 67% of the available accommodation, which was 4% more than in 2014. On-campus residences, which were in great demand, had a high occupancy rate of 99,75%, while occupancy in off-campus accommodation was also high at 95,22%.

In an effort to support the University's strategy to improve student success rates and student retention, Student Accommodation and Residence Life made strides to implement the targets set by the Admissions and Placement Policy in terms of accommodating first-year students within University residences. First-year students accounted for 31% of the total number in residences (34% at APK, 24% at APB, 31% at DFC and 32% at SWC). This is 4% short of the 2015 target of 35%. When excluding residences intended specifically for senior students, at the end of 2015, first-year students accounted for 38% of the total number of residence students, with distribution of 38% at APK, 32% at APB, 43% at DFC and 32% at SWC.

International students residing in residences accounted for 6,7% of total students; distribution per campus was 9,4% at APK, 5,2% at APB, 3,9% at DFC and 4,2% at SWC. Twenty-seven students living with various disabilities were accommodated in UJ residences.

**Table 65: A summary of key student accommodation statistics**

	Category	2014 Numbers	2015 Numbers	Comparison
Applications for Residence	Total number of applications for residences	17 650	18 882	69%
On-campus Accommodation	Total number of beds available in on-campus residences	6 604	6 505	-1,5%
	Total number of beds occupied	6 539	6 477	-0,9%
Off-campus Accommodation	Total number of beds available in accredited off-campus accommodation	11 289	12 955	14,7%
	Number of off-campus beds occupied	10 750	11 898	10%
Distribution of residence students per level of study	Number of first-year students in residences	1 943 (29%)	2 025 (31%)	2%
	Number of senior students in residences	3 676 (56%)	3 724 (57%)	1%
	Number of postgraduate students in residences	920 (14%)	728 (12%)	-2%
Distribution of residence students per origin	Number of local students in residences	6 212 (95%)	6 047 (93%)	-2%
	Number of international students in residences	327 (5%)	430 (7%)	2%

Black students accounted for 82,8% of the overall students enrolled at UJ, while 3,2% were Coloured, 4,5% were Indian and 9,5% were white. The racial distribution of students in residences reflected a comparable demographic pattern with 94,1% black, 2% Coloured, 0,9% Indian and 3% white students.

The following residences were recognised for their academic excellence at the Academic Opening in January 2015: APK – Benjemijn (Impumelelo) Female Residence; APB – Horizon Female Residence; DFC – Jeunesse (Phumlani) Female Residence; and SWC – YWCA Female Residence and Hector Peterson Mixed Residence.

The Off-campus Accommodation (OCA) Office also registered improvement in the review of the OCA Policy, which was approved by the MEC for implementation in the accreditation process for 2016. For the 2016 accreditation cycle, 588 applications were handed out; of these, 276 applications (46,9%) with a capacity of

17 963 beds were returned, which was a 6,7% increase when compared to the 2014 applications. Some of the applicants (18 properties with a total capacity of 695 beds) were disqualified or blacklisted for infringements of the OCA Policy that occurred during the 2015 academic year.

### ***Strategic Objective Three: An International Profile for Global Excellence and Stature***

Student Affairs contributed to Strategic Objective Three by providing for international students to participate in activities of Student Life and Governance, by providing for benchmarking opportunities with international institutions and also ensuring that the environment for enriching student experience was supportive. Staff and students, four members of the SRC and four members of staff, went on a benchmarking trip to China and Hong Kong, organised in conjunction with the Division for Internationalisation. One student was recommended for the Abe Bailey Travel Bursary to London, and the recommended student was accepted and travelled to London in December 2015.

Student Affairs also hosted a delegation of student affairs practitioners and student leaders from the US, which gave UJ student leaders the opportunity to engage with and learn from their international counterparts.

International students enrolled in UJ were also encouraged to participate in organised student activities. Approximately 300 (11% of enrolled) international students participated in student societies, such as Golden Key, AIESEC, Angola, Congolese, Kenyan and Zimbabwean student associations.

### ***Strategic Objective Four: Enriching Student-friendly Learning and Living Experience***

Student Affairs supported students through the student life cycle by providing an enriching student-friendly support environment through interventions, such as establishing learning and living communities, mitigating student hunger, and providing financial assistance through the SRC Trust Fund and the Student Funeral Assistance Programme. Several interventions and programmes meant to address issues of risky student behaviour, safety and security, diversity and tolerance, good conduct and citizenship were also put in place. In addition, opportunities for recreational activities and community service and engagement were provided.

#### **Living and learning communities**

Academic excellence was also one of the pillars of the 5-Pillar Model adopted in the Residence Life Programme. Living and learning communities in the UJ residences were kept active through the Residence Academic Advising (RAA) Programme in which 202 senior students served as academic advisors. After training by PsyCaD, these RAAs provided guidance and support to first-year residence students throughout the year.

**Table 66: First-time entering undergraduate success rates per residence status and gender**

	2010	2011	2012	2013	2014	2015	Rate difference 2015-2014
Non-residence Students	73,9%	75,1%	79,2%	80,2%	81,0%	82,3%	1,3%
Residence Students	84,1%	84,1%	84,3%	85,8%	85,0%	87,6%	2,6%
Female	85,2%	85,2%	88,2%	88,2%	88,7%	89,2%	0,4%
Male	82,9%	82,9%	83,3%	82,9%	80,7%	85,8%	5,1%
Total	75,1%	76,5%	80,0%	81,1%	81,6%	83,2%	1,6%

The academic performance of residence first-time entering students was once again better than that of the non-residence first-time entering students by 5,3%. Overall, the 2015 students performed better than the 2014

students by 1,6%. Although the male first-time entering students in residences did better than their 2014 peers by 5,1%, they still achieved a lower success rate than their 2015 female counterparts. Female first-time entering students in 2015 achieved an average of 89,2%, which was better than the 2014 average of 88,7%.

Day students continued to participate in residence life activities, organised by seven day houses. There was, however, a decline (13% decrease) in the number of students participating in day houses, as the number was 814 compared to 946 in 2014. The reason for the decline is not known.

### **Orientation of first-year students**

In 2015, 9 880 calendars compiled by SEJS were distributed to first-year students during the First Year Seminar (Orientation). A pamphlet compiled by SEJS containing a summary of UJ Rules and Regulations was distributed along with the calendars. Lastly, 9 880 copies of the UJ Student Regulations document were printed and distributed to all first years during Orientation.

During the orientation of the first years, four presentations and seminars were conducted for five faculties covering the UJ Student Regulations for student discipline and the expected UJ undergraduate attributes. Over 200 students attended these presentations and workshops.

### **Extracurricular activities**

Student Affairs, together with other stakeholders, such as the SRC, house committees, IOHA, Protection Services and the Campus Clinic, coordinated several extracurricular activities and programmes.

The number of recognised student societies (which were mainly academic, political, religious and social organisations) increased to 239 (20% more than in 2014) societies across all campuses, with about 20 095 (18 149 in 2014) active members. The increase in student participation in student organisations can be attributed to the successful Societies Week that was held across all campuses on 2 to 6 February 2015.

### **Student leadership development and training**

A number of student leadership and development opportunities were available for student leaders. These ranged from the elected positions in the Student Representative Council (SRC), to the executive leadership positions in recognised student organisations, and student assistantship positions in the student newspaper, the UJ Observer. Forty-nine SRC members served during the 2015 academic year.

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

- Induction Programmes for the Student Representative Council, RAG and *UJ Observer* were conducted on 7 to 9 January and 23 January 2015.
- A Leadership Skills Development Programme for Student Representative Councils was conducted in conjunction with the National Student Leadership Academy on 24 to 26 July 2015.
- The Financial Literacy Programme for student leaders was conducted on 7 May 2015.
- Induction of societies was conducted on 10 to 14 March 2015.
- A Programme on Writing and Presentation Skills was jointly conducted with the Academic Development Centre for student leaders on 23 April 2015.
- A workshop on the Student Development Social Change Model was conducted on 10 March 2015.
- SRC members attended a Change Management Workshop on 17 to 19 April 2015.

In addition, Student Affairs staff members provided one-on-one coaching for a number of students. For example, about 30 students, who were facing disciplinary and/or court cases with regard to the unlawful protest that took place, were advised of the best way to resolve the matter with the University. In addition, members of the SRC were provided with guidance and advice on their respective academic and leadership role challenges and fee discussions. The SRC President was assisted in drafting a pledge for launching the Young Men Forum, while the SRC was assisted with writing reports for the University Council and Student Services Council.

A number of Empowerment Programmes targeting the general student body were organised. These included the Young Men Forum (which was launched on 27 February 2015) and A Woman of Worth Programme (that

took place on 7 August 2015). A Town Hall Talk on Leadership was conducted on 17 April 2015, dealing with health and leadership issues. These events were attended by students from all four campuses. In addition, three Financial Literacy Programmes were offered.

### **Academic Integrity Campaigns during exams**

Academic Integrity Campaigns aimed at combating dishonesty during tests and the examination periods in the May/June and October/November continued. The campaigns took the form of banners and posters (a total of 123 banners were strategically erected on all four of UJ's campuses for the 2015 semester exams; 232 posters were put up in exam venues, residences, and public areas on campus), and media campaigns through which messages on academic honesty and integrity were aired on UJFM during the June and November examinations. UJFM has an estimated listenership of 34 000. The Campaign sent clear yet stern messages of academic honesty and integrity in exams and reached an estimated number of 30 000 students. Newspaper articles were also published in the UJ Observer newspaper, addressing academic integrity in exams to an estimated readership of 20 000 students.

### **Ethical and responsible student behaviour**

The Risky Student Behaviour Forum was resuscitated and met on five occasions during the course of the 2015 academic year. The meetings took place in January, 16 February, 19 May, 17 June, and 6 July. During these meetings, possible collaborations on student programmes and support structures that RSB members could use at their disposal in rolling out programmes, were explored in detail. The following stakeholders were active in the RSB Forum:

- Institutional Office for HIV and AIDS (IOHA)
- Campus Health
- Student Ethics and Judicial Services (SEJS)
- Student Life and Governance (SLG)
- Student Accommodation and Residence Life (SARL)
- Protection Services

A number of programmes were identified and implemented during the course of the 2015 academic year. These programmes addressed a number of risky student behaviour elements in the UJ student population and were aimed at inculcating ethical and responsible student behaviour. The programmes included the Anti-Substance and Alcohol Abuse Programme, Safety and Security Programme, Anti-Gender Based Violence Programme, Clean-up Campaign, Sexual Health Awareness, Stigma Knockout and Personal Hygiene. These risky student behaviour programmes were aimed at raising awareness, educating, mitigating, informing, and altering the behaviour of students. The programmes were rolled out in partnerships with other RSB forum members as well as external stakeholders.

### **Student discipline**

Student Affairs ensured an ethos of responsible and accountable student behaviour through the management of the student discipline process. The SEJS received and managed a total of 425 student disciplinary cases in 2015, which were spread across campuses as follows: APK (263), APB (30), DFC (81), SWC (50) and the Siyabuswa Campus (1). This represents a high increase of 49,6% in 2015 when compared to the total number of cases received in 2014 (namely 214 cases).

The increase in cases can be attributed to the two student protests that occurred during the year, the 49 student leaders that were involved in cultural initiation during the beginning of the year, and an increased number of students who committed academic dishonesty transgressions. A total number of 258 cases were finalised through the SDC process, 40 cases through the Alternative Dispute Resolution (ADR) process, 53 cases were withdrawn due to lack of sufficient evidence and 74 of the cases are pending. Out of the completed 258 cases, 88% (226) of the students were found guilty and 12% (32) of students were found not guilty. The statistics of the students found guilty show a comparative trend to the 2014 outcomes when 82% of students were found guilty and 18% students were found not guilty, with a marginal increase of 6% in the number of students found guilty.

### Student welfare and support

A substantial number of deserving students (3 534) received two cooked meals a day. This number was slightly less than the 3 889 supported in 2014. In addition to the cooked meals, 1 728 dehydrated meals were handed out to deserving students for about 24 weeks.

In addition to managing the student meal assistance programme, Student Affairs coordinated the University's response to student psycho-social and personal issues affecting students. The issues that were handled included: student deaths; assisting students who were mugged and robbed in and around UJ campuses; students who had experienced trauma; students in distress (financial and emotional); students without accommodation; missing student cases; students arrested by the SAPS; and students who attempted suicide. Student Affairs provided support to the affected students and their friends on campus and to families of the students where necessary. Most of the incidents were resolved in collaboration with Protection Services, the Campus Clinics and PsyCaD.

### Cultural activities

A number of student organisations as well as the Student Affairs Directorates organised student cultural activities, such as the traditional First Years Concert (which took place between 9 and 14 February 2015). UJ students also participated in the ATKV National Serenade Competition from 11 to 14 August 2015. Campuses and the CSRC also held Miss and Mr UJ Pageants between 7 and 11 September 2015. A Recreational Sport Day for students was hosted on 21 August 2015 and two Comedy Shows were held on 8 May and 15 September 2015.

### Student governance

The annual elections of SRC and other student organisations and structures, such as house committees, were conducted in October 2015 under the leadership and coordination of the Student Life and Governance Directorate. Approximately 98% of student societies conducted their annual elections, but the 2016 SRC elections were postponed due to the student protests in October 2015. In light of the postponement of the SRC elections, a Student Advisory Council was appointed.

### *Strategic Objective Five: National and Global Reputation Management*

Student Affairs staff members attended and contributed at various national and international conferences. Three staff members attended the inaugural SASFAS Conference in Durban in July 2015 presenting one paper, while another staff member presented a paper at the ACUHO-I Annual Conference in the USA.

## EMPLOYEE PROFILE

Student Affairs had a total of 72 permanent and contract staff members servicing all four campuses. The demographics are as listed below:

**Table 67: Permanent and contract employees**

	Female	Male	Black	Coloured	Indian	White
SARL	41	8	41	2	–	6
SEJS	3	6	5	2	–	2
SLG	4	4	8	–	–	–
ED's Office	3	1	4	–	–	–
<b>TOTAL</b>	<b>51</b>	<b>19</b>	<b>58</b>	<b>4</b>	<b>–</b>	<b>8</b>

Student Affairs had 5,5% of staff in senior and middle management level; another 8,3% in lower management level; 17% at the level of practitioners; 36% at administrative officer/assistant level and 33,2% were general workers/cleaning staff.



## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

Student organisations mobilised students to participate in a range of outreach projects, such as donating food and clothing, providing toiletries to children from orphanages, renovating and painting homes, and providing learning materials to pupils in the surrounding schools. Approximately 30 student societies and four groups from RAG participated in cleaning and donating food and clothing to eThembeni Home Orphanage, African Children Feeding Scheme and Siyakhula Shelter. RAG ran a “Buy a child pyjamas” Campaign and Moral Regeneration and Entrepreneurship Programmes in Thokoza and Soweto, respectively. An estimated 3 000 residence students participated in the cleaning campaign, donating food parcels, renovating and painting homes and providing learning materials to pupils in the surrounding schools and learning material to orphanages, churches and HIV/AIDS homes around Johannesburg.

### ***Stakeholder engagement***

#### **Internal partnerships**

Student Affairs continued to partner with UJ Sports, Arts and 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 Clinic.

#### **External partnerships**

Student Affairs continued the partnerships with the City of Johannesburg Urban Development Sub-division, surrounding Johannesburg communities like Auckland Park, Rossmore, Melville and Brixton, the City of Johannesburg Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited off-campus accommodation providers. These partnerships focused mainly on off-campus accommodation, as well as ensuring that UJ students were safe in and around the campuses.

Two other important partnerships with Gift of the Givers and Stop Hunger Now Organisation ensured that the Student Meal Assistance Programme was a success.

## **LEADERSHIP**

The Executive Director Student Affairs presented a paper titled “The challenges facing Student Affairs executives” at the NASDEV Winter School held at the Tshwane University of Technology in June 2015.

## **CHALLENGES**

Student Accommodation faced the following challenges during 2015:

- The lack of adequate accommodation on campus led to most UJ students staying in off-campus accommodation, which exposed them to various dangers when travelling between campus and the places they stayed in. There was also a noticeable number of students who were found sleeping on campus in classrooms and other areas due to lack of accommodation. The situation was made worse by the fact that most of these students were financially needy students.
- The initiation of first-year students by senior students was still a challenge.
- Cases of academic dishonesty, particularly plagiarism and the use of unauthorised notes during the examinations, were still high.
- The shortage of staff at the Off-campus Accommodation Office affected the performance of the Unit.
- Outdated systems and processes.
- Some dishonest service providers of off-campus accommodation do not fully comply with the policy and procedures.

## CONCLUSION AND WAY FORWARD

A variety of programmes and activities facilitated by Student Affairs created multiple opportunities for students to enjoy a vibrant student life and participate in outreach activities and student development programmes. Overall, 2015 saw the following improvements in Student Affairs as a whole:

- Continued improvement of the off-campus accommodation system.
- Improved Risky Student Behaviour Programme and resuscitation of the RSB Forum.
- Development of new policies and review of existing ones.
- Improved systems and processes in an effort to improve efficiency in service delivery.
- The restructuring undertaken in 2015, which showed some positive results – for example, shifting of staff to other campuses; this needs to be finalised in 2016,
- The review and the approval of the Off-campus Accommodation Policy.
- Improved collaboration and team work within Student Affairs.

## ARTS AND CULTURE

UJ Arts and Culture initially reported to the Executive Director of the Advancement Division. However, on 1 August 2015, UJ Arts and Culture formally became part of the Faculty of Art, Design and Architecture (FADA). After ten years of existence, it was felt that the Arts and Culture Unit could benefit substantially from having an academic 'home'.

Full details as to Arts and Culture's work during 2015 can therefore be found in the report of the Faculty of Art, Design and Architecture in Section 10 of this Annual Report.

In this shorter report, Arts and Culture presented their work in enriching the study experience of UJ students.

For the year under review, students participated in a range of activities within the ambit of UJ Arts and Culture:

- \* #TOYITOYI was a student dance work featuring student finalists from the 2014 UJ Can You Dance? Competition which debuted at NAF and returned to the UJ Con Cowan Theatre for a Johannesburg season.
- \* HORROR STORY by Greg MacArthur was directed by Alby Michaels for the Student Theatre Festival at NAF and featured UJ students Ebenhaezer Dibakwane and Sheraad Jacobs. The production returned to the UJ Con Cowan Theatre for a limited run in August.
- \* Nolwazi Sikonela, a second-year UJ Building Science student, and Reggie Nkosana Hufkie, a fourth-year Transportation Management student, were crowned the winners of the 2015 'UJ Can You Dance?' and 'UJ Can You Sing?' respectively. Prizes included cultural bursaries, branded UJ gear, UJ gym memberships, artist management contracts, iPads and, of course, bragging rights. The winners also won a one-year artist management contract from Andre Dellow of the Fourth Wall Agency.

The DFC Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs and the residences and day houses, in order to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts and Culture provided input and support to the SRC cultural groups and societies

The SWC Cultural Office worked closely with the campus faculties, the Memorial Services Committee (HR) SRC, UJ Language Unit, Student Accommodation Residence Life, UJ Sport, Alumni Affinity Group and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, e.g. Soweto high schools, Maponya Mall, Soweto Theatre, and in City of Johannesburg.

In partnership with the Johannesburg Correctional Services, Arts and Culture in conjunction with various stakeholders launched Cult Attainment, which aims to use performing arts with the inmates as a means of expression for the incarcerated and as a means of exposing UJ students to the consequence of criminal activity and risky social behaviour. Leeuwkop and Boksburg Juvenile sections were targeted.

The UJ Choir performed at 22 graduation ceremonies reaching an audience of approximately 12 000 people. The Choir also undertook a European tour. The Unijoh Chorale based on the Soweto Campus complemented the

Kingsway-based choir. Together they ensured that a range of events, including graduations ceremonies, campus lunch-hour concerts and performances in the local community, fly the UJ flag.

Those interested in hands-on experience of aspects of Arts and Culture on campus participated in “PAC” (Passports to Arts and Culture). Activities included marketing, crewing, ticket sales, flyer distribution and flash mobbing. Most of these students were also directly involved in, or performed in, UJ drama or productions and the remainder were those passionate about arts and culture, but who were unable to be more directly involved due to academic pressure. PAC crew members were rewarded with cultural bursary points, which went towards paying their fees.

In an environment of shrinking funds, which often means that funding for the arts is all too often routed to other areas, the fact that the University continues to support the work of UJ Arts and Culture is an important signal of recognition of the work being done by this Unit and how it adds to and deepens UJ's values, mission and strategic drive.

## **UJ SPORT**

### **OVERVIEW**

A turbulent year for higher education in the country has come and gone. Our operation and delivery of sport events and activities were largely affected towards the end of the year. This caused cancellation and postponement of qualification tournaments for Varsity Sport in Cricket and Football.

The year started on a high with the employment of the Senior Director: Sport. UJ Sport hosted a strategic conversation with both internal and external stakeholders. New partners were solicited in 2015, especially the Gauteng Sport Department. The relationship with our cognate academic department, the Department of Sport and Movement Studies in the Faculty of Health Sciences, was strengthened, and we managed to secure CATHSSETA funding, which was beneficial to both the Division and the Department.

### **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

#### ***Operating context***

UJ Sport's main focus is to ensure that students and staff are able to enjoy sport at different levels. The Division allows and supports those who excel in sport to compete and participate at the highest possible level dependent on the sporting code itself. The Division comprises four units: Support Services, Clubs, Athlete Support and Biokinetic Centre.

#### ***Governance***

UJ Sport reported to the Deputy Vice-Chancellor: Finance and Sport.

Sport clubs governance structures included club committees for the high performance codes and some of the competitive codes. All house committee members responsible for sport from the different residences participated in the Internal League structure under the guidance and leadership of the Sport Manager. The Senior Director together with all line managers on the Sport Management Committee looked into all the policies of the Division. The Sport Management Committee met bi-monthly. A full staff meeting was held every quarter with all sub-divisions, coaches and managers. Each sub-division's line manager reported to the Sport Management Committee on the progress made in their respective environments. Each sub-division held a monthly meeting. The following sub-committees were introduced in 2015:

- Events, chaired by the Events Manager, Ms Niamh Faherty
- Community Engagement, chaired by Sport Manager, Ms Elize le Roux
- Finance, chaired by the Senior Director, Ms Nomsa Mahlangu
- Operations and Facilities, chaired by the Senior Manager Support Services, Mr Francois Fouché

Bi-weekly operations meetings were held to deal with the operational requirements of the Division. One-on-one meetings were held with all staff members at the beginning of the year. Once every month, line managers met with the Senior Director as part of monthly working meetings.

## **STRATEGIC FOCUS AND TARGETS**

Overall, the Division aims to be a leader in University Sport and to ensure that our student athletes also graduate. Our focus for 2015 was:

- finishing in the top 3 in the High Performance Codes;
- qualifying for Varsity Football in 2016 as we did not qualify in 2015;
- maintaining our position in Varsity Cup in Rugby and Varsity Sport for the following sporting codes: Hockey, Netball, Rugby Sevens and Athletics.

With regard to the various Strategic Objectives of UJ's Strategic Plan 2025 'Towards Global Excellence and Stature', the Division seeks to contribute as follows:

### ***Excellence in Teaching and Learning***

In most of our sporting codes, in order for students to compete in Varsity Sport competitions, they had to achieve a minimum of 60 credits. We provided academic support through the academic advisor within the Division. Mentorship programmes within sporting codes, especially between seniors and juniors, were promoted.

### ***International Profile for Global Excellence and Stature***

UJ Basketball competed in the FASU 3-on-3 Basketball Tournament at Uganda's Makerere University in December 2015. The University was afforded the opportunity to host the 2016 version of the competition.

### ***Enriching the Student-friendly Learning and Living Experience***

Through the residence leagues, we enabled students to experience fun, relaxation and recreation in the same space and environment where they study. The sport activities and events hosted allowed all students to be involved, either as participants or supporters.

### ***National and Global Reputation Management***

Most of our staff members participated in federation structures at national and international levels, representing the University of Johannesburg. Key stakeholders were identified where UJ could play a leading role in providing guidance, leadership and resources. We partnered with the Provincial Sport Department, especially for Sport for Students with Disabilities (SSD), and we hosted the Nedbank Championships at the UJ Stadium. In partnership with the Department of Sport and Movement Studies, the National Football teams (Banyana and the men's u/17 team) received scientific interventions.

## **MAIN ACHIEVEMENTS DURING 2015**

### ***Support Services***

The sub-division includes Governance, Operations and Advancement. 2015 was a successful year as a closer link between the Advancement Unit within the University and our Division was achieved. UJ Sport attended the monthly marketing and communication meetings and the newsroom meetings, which were held once every two weeks.

The sub-division provided support to all the other sub-divisions from facilities bookings, and prepared and monitored the maintenance of our facilities through the Operations Division of the University.

### ***Clubs***

The Sport Clubs environment includes three categories: High Performance Codes, which are mostly Varsity Cup and Varsity Sport Codes (Athletics, Cricket, Football, Hockey, Basketball, Rugby and Netball); Competitive Codes,

which are mostly University Sport South Africa (USSA) competitive codes (Rowing, SSD, Martial Arts, Golf, Squash and Beach Volleyball); and social/recreational codes, which involve mass participation through internal leagues and sports days.

### **High Performance and Competitive Codes**

Our sporting codes competed in the Federations Leagues, USSA Competitions and Varsity Sport/Cup.

With regard to the USSA Codes, particularly noteworthy was our placing first in the following codes: Athletics T/F, Cross-country Men; Women's Hockey, Rugby and Squash.

In Varsity Cup/Sports, we placed first in Women's Hockey.

### **Sport for Students with Disabilities (SSD)**

SSD was moved to the category of Competitive Codes, given the Club's achievements and the opportunities available for both the individual students and the University.

### **Internal leagues and recreational sport**

Internal leagues are continuing to grow within UJ. The internal leagues serve as a feeder and talent identification platform for the UJ teams. Internal league participation grew by 10% from 1 575 students in 2014 to 1 744 students in 2015. Eleven different sporting codes events were hosted by internal leagues, which included recreational codes like Bowling, Table Tennis and Chess.

In the residence leagues, Sport Residences of the year were Benjemijn Ladies Residence and Oppierif Male Residence.

Sports days were held at both Soweto and APK Campuses

### **Athlete Support**

The sub-division provides support mainly to high performance athletes, competitive sport athletes and their coaches. The sub-division comprises four units, namely Gymnasia, Sport Science Support Services, Sport Medicine Support Services and Academic Support Services.

*The Gymnasia* afford both competitive athletes, non-sporting students, and staff an opportunity to train in a secure environment, through diverse offerings. The Gymnasia have presence on all four campuses with Aerobics, Killer Abs and Boot Camps. The Gymnasia, in partnership with internal leagues, hosted the Fit Games in October, which was recreational month.

*Sport Science Support Services* work closely with coaches and individual athletes to ensure that adequate training programmes, including rehabilitation programmes, are in place. The video analysis has been of great help to the sporting codes, as coaches are able to track player movement and contribution in each match, and players have an opportunity to evaluate themselves after the match. The planning for future games is based on what happened in the past match with specific focus on strengths and weaknesses.

*Sport Medicine Support Services* comprise physicians, physiotherapists, dietitians, and biokineticists, who play a crucial role in athletes' well-being.

*Academic Support Services* assist in identifying students with challenges and refer them to PsyCaD.

### **Biokinetic Clinic**

The Biokinetic Clinic offers a diverse and comprehensive biokinetic service to both internal and external clients and patients. 2015 was a great year for the Clinic as it was able to maintain its accreditation, and provided health and fitness assessments for members of Discovery Health and other medical insurances. The highlight of the year was the completion of the construction of an Aquatic Centre, which is a state-of-the art aquatic rehabilitation facility. Collaboration takes place with external stakeholders, such as the Physiotherapy Department of the Netcare Hospital Auckland Park, Wits Biokinetic Department, Donald Gordon Medical Centre, and the Bryanston branch of the Parkinson's Association of South Africa.

## **RISK MANAGEMENT**

Several risks related to sport participation, facilities and accident management were identified. The UJ Sport Risk Register is updated on a continuous basis.

Internal risks included the following: facilities (including planning and maintenance); emergency power supply and lights (evacuation procedure); certification and compliance of facilities; secure perimeter fencing at all facilities; adapting facilities to be wheelchair friendly; retention of specialist staff to maintain excellence; and the Labour Relations Act (LRA) legislation on temporary and fixed-term appointments.

The main external risks involved students travelling between campuses, and especially between DFC and APK. Most of our athletes study sport-related qualifications, which are situated at DFC, and are thus required to travel to APK for practice sessions as there are no training facilities at DFC.

## **EMPLOYEE PROFILE**

Given the nature of the needs and challenges of our environment, the bulk of our staff complement is temporary: we have 30 permanent employees and 119 temporary employees. Personal development plans for each of our staff members are in place.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

### ***Community Engagement***

The following UJ Sport Clubs have programmes in place:

- UJ Squash, in partnership with Gauteng Squash, formed Egoli Squash, which is based at the DFC Campus, targeting inner city kids in Johannesburg CBD; currently 80 kids are coached. UJ provides the coaches to assist in the programme and Gauteng Squash provides transport and equipment.
- UJ Hockey has a project based at Lancea Vale Secondary School. In the past, training and matches took place at the school's facilities, but due to the deterioration of the facility, we relocated the programme to the Orban hockey field. Soweto Campus Sport provides coaching in both Netball and Rugby. The UJ coaches train the teachers to coach in the two sporting codes. The focus is on Lancea Vale Secondary School, but other schools are accommodated as and when requested.
- The Rugby Club, as part of their community service in Varsity Cup, visited People Opposing Women Abuse (POWA), a home for abused women in Roodepoort, to clean the garden, fix the jungle gyms for the children and paint the house.

## **ENVIRONMENTAL SUSTAINABILITY**

UJ Sport continues to encourage staff to move to a paperless environment, and recycling bins have been placed at all sports facilities.

The biggest challenges in environmental sustainability come from sound, light, space (parking) and pollution at sport facilities. Most of our sport events at the different sporting facilities have incorporated UJ's Waste Management and Recycling Plan to contribute to reducing the carbon footprint.

Clubs are encouraged to schedule training sessions and matches during the day, where possible.

## **LEADERSHIP**

- The Senior Director was appointed Chef de Mission and the Events Manager was appointed as the Logistics Manager for the World Student Games held in Gwangju Korea (University Sport South Africa).
- The Sport Manager Rowing was appointed Manager of the rowing team to the World Championships in France (Rowing South Africa).

- The Athletics Head Coach and the Throws Coach led the South African national teams (on behalf of Athletics South Africa) to the World Championships: Senior (in Eugene Oregon USA) and Junior (in Beijing China), and to the All Africa Games in Brazzaville, Congo.
- The Sport Manager of Sport for Students with Disability is the Gauteng Athletics coordinator for the South African Sport Association for the Physically Disabled.

## **HIGHLIGHTS: ACHIEVEMENTS BY CURRENT STUDENTS AND ALUMNI**

- Winning Varsity Hockey (Women)
- Winning USSA (Cross Country, Squash, Hockey (Women), Athletics and Rugby)
- All Africa Games Medals:
  - 1 Gold – Kabelo Kgosiemang – High Jump
  - 1 Bronze – Jacobus Engelbrecht – Shotput
- Hosting the UJ Future Walk in partnership with Student Finance
- Qualifying two boats for the Rio 2016 Paralympics:
  - LTA mixed coxed 4 crew (Shannon Murray, Lucy Perold, Dylan Trollope, Dieter Rosslee and Willie Morgan)
  - Sandra Khumalo – Arms and Shoulder
- The following 11 athletes were selected for the USSA national teams:
  - Andries Dumisani Hlaselo
  - Zinzi Chabangu
  - Sibongile Ntshingila
  - Mamphielo Sibanda
  - Jacobus Engelbrecht
  - Zarck Visser
  - Chwayita Quwe
  - Molemo Mashigo
  - Nonkosi Twayise
  - Kate Christowitz
  - Kelly Gunnell
- Four athletes were selected for the Hockey SA team:
  - Lisa Deetlefs
  - Lilian du Plessis
  - Carmen Smith
  - Clinton Panther

## **CONCLUSION AND WAY FORWARD**

Sport is not only about playing and having fun, it is a business, and is becoming a way of life. Broadening the scope of involvement and engagement will assist the Division to have more participants from all stakeholders, as well as to grow the third-stream income. The focus should not only be in the University environment, but also to compete and engage outside higher education to strengthen our purpose of building a strong Sport Brand that provides world-class administrators, coaches and athletes.

During the next five years (2016 to 2020), the Division will embark on a journey from dependant entity to value creator and income generating entity. To successfully reach our destination, we need to strengthen existing relationships and form new partnerships globally.



A stylized, cursive handwritten signature in black ink, featuring a large initial 'M' and a long, sweeping tail.

**Nomsa Mahlangu (Ms)**  
Senior Director: Sport

A cursive handwritten signature in black ink, with a series of loops and a long, horizontal tail.

**Rose Laka-Mathebula (Dr)**  
Executive Director: Student Affairs

A cursive handwritten signature in black ink, starting with a large, circular loop and ending with a long, horizontal tail.

**Tumi Mketi (Ms)**  
Senior Executive Director in the  
Office of the Vice-Chancellor







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# HUMAN RESOURCES

## OVERVIEW

The second year of the UJ's journey towards Global Excellence and Stature celebrates its pioneering spirit and is visibly palpable. The objectives and achievements for 2015 imbibe UJ's commitment to making a difference in distinguishing itself as a home of excellence, drawing highly competent and talented national and international staff.

A year that started off with relative calmness ended up challenging, thought-provoking and eventful. This forced us to think and act anew, casting aside old paradigms and embracing the urgent need for change in the Higher Education landscape. Not only did we have to consider the challenges of #FeesMustFall, we were also confronted with insourcing, threats to the physical safety of staff, students and property, the increased need for security services and general high vigilance and alertness.

We also had to focus on accommodating adoption leave for same sex partners. In our response to all these challenges, we are not replicating what others have done: we are innovating and transforming Higher Education with a staff complement, dedicated, passionate, engaged and committed to their work. We see the events unfolding as opportunities to deepen our transformation journey.

The key drivers underpinning the HR Strategy are: Disruptive Innovation, Sound Leadership and Talent Management, each within the context of big ideas and a fresh approach.

In the following we list our notable achievements during 2016.

Instilling a talent leadership culture has been a key focus during 2015, shaped and driven by a management task team constituted and led by the Vice-Chancellor. The task team has prioritised the following key focus areas for implementation during 2015/2016:

- creating a marketing tool that captures all of UJ's talent management innovation programmes;
- rethinking and reinventing top young talent through recruitment and retention strategies;
- implementing succession programmes;
- implementing differentiated remuneration for talent retention;
- developing retirement incentives; and
- instilling a talent management mindset throughout the institution.

A talent management project plan that defines the key talent management initiatives is being implemented.

A serious introspection of the organisational culture resulted in a process of systematically delegating authority to the appropriate decision-making level. This has also reduced some of the bureaucratic processes and empowered line managers to make decisions. In this regard, the Delegation of Authority, which directs matters relating to key human resource decisions, was revised and approved by Human Resources Social and Ethics Committee of Council (HRSECC). The reduction of timeframes with regard to the resourcing process was

addressed by delegating some of the decision making to Executive Deans and Executive Directors. Further delegations supported by MEC will be finalised in 2016.

In support of the University's financial stability and sustainability, the Human Resources Division has proactively adopted remuneration strategies aimed at optimising the staff budget. For 2015, these included the abolishment of posts that had been vacant for 18 months and longer; a moratorium on new job evaluations; careful monitoring of overtime expenditure; and the further implementation of a total cost to institution package for new staff, which had commenced during the second half of 2014 and which had reduced the medical aid liability of UJ drastically. Budget challenges forced us to do more with less in our quest to develop and implement strategies for talent attraction, retention and insourcing. These factors and the real drop in subsidies and income from student fees necessitated prudent choices about remuneration. As part of talent retention, we have created career development opportunities to retain top performers. We want to be able to move to a situation where, in the face of challenges, we make careful and considered choices about how we invest in top performers. We do not want "a rising tide lifts all boats" situation.

The induction and onboarding process was revitalised and the feedback from newcomers to UJ was exceptionally positive. Not only do we nurture new entrants on their first day, they get an opportunity to have tea with the Vice-Chancellor, to share feedback on their UJ experience and to tell us what impact they plan to have on the organisation. These were truly inspirational experiences and we were all humbled by the ambitious plans of some of our New Generation of Academics Programme (nGAP) appointees.

An intense focus on data integrity and a systematic approach to data analytics have facilitated the use of data in the tracking of important institutional metrics. At the heart of UJ's 2025 Strategy is the need for a workforce structure to meet changing business needs in order to ensure sustainable organisational performance. The overall UJ workforce increased from 3 127 (2014) to 3 183 (2015) reflecting a growth of 1,76%. The academic workforce grew by 1,51% from 1 111 (2014) to 1 128 (2015) and the support staff workforce grew by 1,90% from 2014 to 2015. The ratio of academic to support staff was 1:1.8. The staff turnover rate in 2014 was 8,82% and this decreased to 6,78% in 2015, which is below the projected benchmark of 10% and reflects the positive impact of the retention strategies that have been implemented.

Our commitment to enhancing the diversity of staff is reflected in the institutional Employment Equity (EE) targets. In 2015, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan. The headcount of black staff appointed year on year increased as a percentage of the total staff complement, from 64,56% in 2014 to 75,82% in 2015. The 2015 target was surpassed. The ambitious target for a black academic staff complement of 37% was also surpassed with an achievement of 37,06%. The target for the appointment of new black African academic staff was set at 70%. The outcome was 82,69%.

The quantum leap in this regard is reflected in the progress made in moving the composition of black academic staff from 32,93% in 2012 to 37,06% in 2015.

Although the institutional target in promoting the seniority of the academic cohort was not achieved in 2015, there was appreciable progress with a 6,6% growth in the number of professors and associate professors, increasing from 226 in 2014 to 242 in 2015 and comprising 17% (41/242) black and 37,19% (90/242) female. The last few years reflect a strengthening of the academic talent pipeline through the various talent management initiatives.

The capacity of UJ to meet its goals in terms of Research, Teaching and Learning and Community Engagement is linked to the profile and qualifications of academic staff. In this regard, UJ set a target of 43% of academic staff with a doctoral qualification and 39% of academic staff with a master's qualification for 2015. The achievement in this regard was 43,44% of academics with a doctorate and 41,67% of academics with a master's degree, surpassing both targets.

During 2015, 39 academic promotions were approved, a pleasing increase compared to 24 promotions recorded in 2014. This could be attributed to talent management strategies as well as the increase in the frequency

of academic promotion presentations at Senex. Some of the strategies include the Accelerated Academic Mentorship Programme (AAMP) introduced in 2015, and it is expected that such interventions will improve the outcome for future academic promotions.

The Performance Management System (PMS), originally introduced in 2008, has further matured in scope, acceptance and application. In 2015, specific training on PMS was provided to 190 participants. The Performance Management Policy was reviewed and approved by Council in August 2015. The performance Management Process Report of 2014 highlighted a number of implementation challenges that needed to be addressed and these were built into the revisions of the Policy. These interventions, together with the high compliance rate (over 98%) for the past two years, have succeeded in enhancing and integrating the PMS.

The introduction of HR metrics has assisted in evaluating the HR function's effectiveness and efficiency. This is also aligned to the overall business performance and forms a strategic input into the UJ's Annual Performance Plan. HR metrics are used to evaluate performance against targets set in the HR Service Charter. Key monitoring factors, such as the progress towards EE targets, the time to hire statistics, time taken for finalisation of disciplinary processes, monitoring of exits from UJ and the tracking of remuneration expenditure are used to analyse trends and direct future improvements. This approach has facilitated improved turnaround times and effectiveness in HR delivery.

The year 2015 saw the implementation of major amendments in labour legislation, especially those contained in the Employment Equity Amendment Act (the 'EEA') and the Labour Relations Amendment Act (the 'LRAA'). Risk mitigation strategies were implemented to ensure that UJ was not exposed to legal challenges relating to non-standard appointments.

The health and wellness of staff is ensured via the Employee Assistance Programme (EAP), giving staff access to a range of counselling, legal and financial services. There was a significant increase in the uptake of these services following intensive marketing events.

The HR Division continues to provide coordination and administrative support to the Global Excellence and Stature (GES) drive and plays an active role in the recruitment and appointment of GES appointees. Since 2014, 41 GES appointments have been made with 18 of these appointees assuming duty in 2015. Furthermore, the process to appoint distinguished visiting professors has been optimised and streamlined by offering them fellowship appointments.

The potential effect of the amendments to the Immigration Act was assessed and line managers were advised accordingly. An institutionalised process of expediting work visa applications and renewals for foreign nationals was implemented in collaboration with the Internationalisation Division.

High on the 2015 agenda was a review of the management and leadership programmes aimed at enhancing the leadership qualities of current and future leaders in UJ. Management training was delivered to a total of 331 UJ staff members. The training included the following interventions: middle management (151); New Manager Orientation Programme (33); functional leadership training (134); and other leadership interventions (13). Training covered various topics, such as change management, financial management, performance management, strategy, trust, project management, conflict management, and leading teams.

The New Manager Orientation Programme (NMOP) was developed and implemented to capacitate new managers with the necessary knowledge and tools to be effective in their management role. Topics covered were talent management, HR business partnering, performance management, recruitment and selection, onboarding, training and development, organisational change, managing poor performance, employee contracts, employee wellness, conditions of employment and position management. Feedback from the training indicates that it was informative and succeeded in upskilling new managers.

Human Resources assisted with organisational design, review and implementation of organisation structures and job profiles for the following units: Procurement, Campus Directors' environment, Operations Division, Somatology Unit, Academic Development Services, Centre for Social Development in Africa (CSDA), and the Metal Casting Technology Station.

One of the areas prioritised for improvement in 2015 was HR delivery of service in recruitment turnaround times and customer interfacing. In this regard, the entire resourcing process was reviewed. It was changed from a centralised point of delivery to a decentralised model. To facilitate this process, the Resourcing Unit was restructured and some of the staff were deployed to gain experience on a functional level within the Human Resources Business Partner (HRPB) environment. The HRBPs and HRBP administrators now have a more client focused role. This is to ensure that line managers are updated on a regular basis regarding the status and the filling of their positions.

Since the last reporting period, positive results and further improvements continue to be posted on the key indicators for achieving efficient and effective HR service delivery. Internal communication was improved via a number of staff briefings and regular messages that were sent to staff on various HR initiatives, to enhance staff understanding of the rationale and main changes introduced. A new revised HR intranet page with comprehensive information and more user-friendly access to HR services and information for managers and all staff was also completed.

UJ also boasts a cohort of staff that have served the pre-merger institutions and UJ for their entire career, some as long as 30 and 40 years. They are an important group providing insights to the institutional memory. Appropriate accolades were given to these stalwarts at a gala function hosted by the Vice-Chancellor.

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

### ***Operating context***

#### **Organisational design: Human Resources**

Effective management and oversight of all matters pertaining to employees are vital to the achievement of UJ's People Strategy. In order to give effect to its mandate of economic, efficient and effective human resource management, the Division is structured into four units, with the Office of the Executive Director being responsible and accountable for all HR matters.

#### **HR Business Partnering Unit**

The HR Business Partnering (HRBP) Unit is a client-facing Unit that acts as a first point of contact on HR-related matters. Its aim is to operationalise the HR Business Partner Model by integrating HR into line management and empowering line managers to take charge of managing their own staff and people management processes.

#### **Organisational Development (OD) Unit**

The Organisational Development (OD) Unit provides a wide variety of learning and organisational effectiveness solutions. The Unit consists of the following sub-units: Organisational Design, Resourcing, Position Management, Training and Development, Talent and Performance Management and HR Communication.

#### **HR Services Unit**

This Unit comprises the administrative arm of HR and has two sub-units:

- The Remuneration and Benefits Unit is responsible for the management of remuneration and benefits administration. They also provide services in the field of Job Evaluations, Remuneration Benchmarking, HR Audit and Risk Management facilitation, and Employment Equity reporting.
- The HR Administration section provides first-line transactional administrative functions to faculties and divisions relating to the entire employee life cycle: appointments, benefits, post structures, terminations, electronic records management and any other transactional process which may be required.

#### **The Employment Relations and Wellness Unit**

This Unit consists of three components namely: Employment Relations, Employee Wellness, and HR Project and Policy Coordination.

The Employment Relations (ER) sub-unit is responsible for the effective management of discipline, grievances, collective labour engagement and conditions of service. Although the management of the employment



relationship remains the responsibility of line management, the ER sub-unit fulfils a supportive role to both management and employees. This approach empowers line managers to address potential conflict pro-actively.

The Employee Wellness sub-unit recognises that problems of a personal nature can have an adverse effect on an employee's psychological functioning and physical well-being. The main driver in ensuring the Unit meets its objectives is the deployment of an Employee Assistance Programme (the EAP) to address problems in the workplace and to improve productivity. The focus is on the general health and well-being of all employees of the University. The EAP programme also includes the HIV workplace programme, which forms part of the overall wellness strategy aligned to the UJ strategy.

The third sub-unit is responsible for the coordination of all HR projects and oversees the HR Policy development process.

### ***Human Resources Information Systems***

The Human Resources Information Systems (HRIS) Unit maintains data integrity and generates reports on all HR data. The Unit is responsible for all process optimisations within the Oracle System and its interface with other systems within UJ. HRIS implements new specifications and enhances existing technical specifications, which include the automation of systems. The Unit serves as an important HR information source to all UJ Governance structures in order to inform decision making. It also provides Oracle System support and maintenance, Oracle self-service support and technical support to the decentralised online Oracle Temporary Appointment System.

## **GOVERNANCE STRUCTURES AND QUALITY MANAGEMENT**

### ***Governance***

Effective management and oversight of all matters pertaining to UJ employees are vital to the achievement of the UJ 2025 Strategy. At an institutional level, the Division participates in the following structures and processes:

- The Human Resources Social and Ethics Committee of Council (HRSECC), which oversees the Council's responsibility related to human resources management within the institution;
- The Institutional Forum, which gives advice to Council on matters related to transformation within the institution, which include human resource management;
- Management Executive Committee: Operations (MECO);
- Management Executive Committee: Academic (MECA);
- Management Executive Committee: Risk Management (MECRM);
- Management Executive Committee: People with Disabilities (MECPwD);
- Management Executive Committee: Transformation Steering Committee;
- Executive Committee of Senate (Senex);
- An ad hoc Senate Committee which focuses on issues of transformation.

### ***Human Resources Risk Register***

Risk management is recognised as an integral part of good management practices. The purpose of HR risk management is to proactively establish processes that support business objectives while protecting UJ's assets – its employees, property, income and reputation – from loss or harm, at the lowest possible cost.

The HR Risk Management Plan is developed via an ongoing process that enables the identification, analysis, evaluation, and treatment of risks that may have an impact on UJ. The HR Risk Register is derived from a critical analysis of institutional risks as well as issues that emerge from internal and external audits. These risks are aligned with the Institutional Risk Register. Identified risks and the mitigation strategies are captured in a risk register and progress is evaluated on a quarterly basis.

The audits conducted on the Human Resource Division are designed to examine compliance with the policies, procedures, documentation, structure, systems and practices with respect to the organisation's human resource management. They systematically and scientifically assess the strengths, limitations, and developmental needs

of the existing human resource practices in order to enhance organisational performance through to legislative compliance. During the course of 2015, various audits were conducted via internal and external audit processes. While there were recommendations related to business process improvements, there were no major adverse audit findings, indicating that there are sound internal controls in the HR environment.

Document management is one of the key imperatives for any institution. Loss of key documents and turnaround times taken in searches for key documentation led to the implementation of the electronic filing and archiving system. The first phase of the electronic filing of staff files and documentation was completed in June 2014. This involved scanning of all paper documents from employees' personal files and is currently available electronically. The second phase implemented in 2015 focused on quality control, removal of duplicate documents and shortcomings on key mandatory documents. The next phase, which involves the data clean-up of the system, has been prepared in collaboration with the Corporate Governance Division and will be completed by June 2016.

## STRATEGIC FOCUS AND TARGETS

HR is fully committed to contributing meaningfully to UJ's Global Excellence and Stature (GES) drive. UJ achieves global excellence and stature through the attraction, deployment, development and retention of high-calibre staff. This section of the report highlights HR's contribution to organisational effectiveness by addressing key priorities identified in the UJ Strategy 2025.

### ***Strategic Objective One: Excellence in Research and Innovation***

The University aims to increase its stature and reputation through the quality, integrity and impact of its research endeavour, particularly as it engages with issues pertinent to the Pan-African context.

### **Outstanding Academics (highest qualification)**

In the University's pursuit for having outstanding academics with high qualifications, the Human Resources Division has continued to provide valuable management information with regard to academic excellence. The following table indicates the number of permanent instruction research staff with master's and doctoral qualifications.

**Table 68: Number of permanent instruction research staff with master's and doctoral qualifications**

	2014 YTD 31 December Accumulative	2015 YTD 31 December Accumulative
<b>FACULTIES</b>		
<b>Doctoral degrees:</b>	<b>467</b>	<b>492</b>
Academic:	452	476
Support staff:	15	16
<b>Master's degrees:</b>	<b>474</b>	<b>492</b>
Academic:	444	452
Support staff:	30	40
<b>DIVISIONS</b>		
<b>Doctoral degrees:</b>	<b>37</b>	<b>40</b>
Academic:	15	14
Support staff:	22	26
<b>Master's degrees:</b>	<b>111</b>	<b>111</b>
Academic:	20	18
Support staff:	91	93
<b>Doctoral degrees:</b>	<b>504</b>	<b>532</b>
<b>Master's degrees:</b>	<b>585</b>	<b>603</b>

The efforts to report more accurately on qualifications reveal improved statistics on academic and research staff with a doctoral degree as highest qualification. There was an increase from **42,03%** (467/1 111) in 2014 to **43,44%** (490/1 128) in 2015. This resulted in a net gain of **1,41%**.

The statistics on academic and research staff with master's degrees as highest qualification reflect an increase from **41,76%** (464/1 111) in 2014 to **41,67%** (470/1 128) in 2015 – a net loss of **0,09%**, which can be the result of some of the staff with master's degrees having obtained their doctoral qualifications.

However, when a staff member obtains a qualification from outside the UJ, it is still a challenge to keep the latest highest qualification records up to date. The HR Business Partners played a more prominent role in 2015 in ensuring data were updated regularly.

### ***Strategic Objective Three: An International Profile for Global Excellence and Stature***

The HR Division continues to play a supportive and coordination role for recruitment and appointment of GES appointees, namely distinguished professors (DPs) distinguished visiting professors (DVPs), assistant lecturers (ALs) and senior tutors, in support of the GES strategy.

To date, MEC has approved:

- 41 GES appointments of whom 21 appointees (4 DPs, 13 DVPs, 4 Directors of Institutes) had already accepted the offer and 18 of these appointees assumed duty in 2015.
- 17 assistant lecturer appointments.
- Tutor appointments:
  - GES tutors: 36
  - Senior tutors: 4
  - Strategic tutors: 329

In support of the projects, HR in collaboration with the Advancement Division ensured the rebranding of advertisements in line with global and international standards. The platforms used for recruitment were also improved to include social media, Global Academic Jobs (global academic website) and Times Higher Education. Through this process, the net was cast wide and it ensured that a high calibre of internationally recognised distinguished professors were made aware of positions available at UJ.

### ***Strategic Objective Six: Fitness for Global Excellence and Stature***

In support of the University achieving financial stability and sustainability to support the GES drive, the Human Resources Division undertook a number of cost-saving initiatives as indicated below.

#### **Annual investment in academic project**

In addressing the need to optimise remuneration expenditure, the University has a Rewards and Benefit Policy that ensures that all staff are remunerated fairly. At the same time, HR has proactively adopted remuneration strategies aimed at optimising the staff budget. For 2015, these included the abolishment of posts that have been vacant for 18 months and longer; a moratorium on new job evaluations; and the implementation of a total cost to institution package for new staff within the second half of 2014, which had reduced the medical aid liability of UJ drastically.

#### **An employment strategy for academic staff that builds proportions of black, women, disabled and international staff**

Workforce demographics information was used to provide an overview of UJ's progress with regard to Employment Equity targets. On a monthly basis, workforce movement is submitted to members of the Executive Leadership Group (ELG) to monitor trends and progress made in their respective domains. For MEC and HRSEC purposes, an Efficiency and Effectiveness Report was submitted that provided an overview of the current achievements against the EE targets. Table 69 below highlights the overall employment equity headcount profile.

**Table 69: Permanent and fixed-term EE profile of faculties and divisions as at 31 December 2015**

Emp Category	Black		White		Foreign National		Total	
	Head count	Proportion	Head count	Proportion	Head count	Proportion	Head count	Proportion
Academic and support staff in faculties	749	46,06%	715	43,97%	162	9,96%	1 626	51,08%
Support staff in divisions	1 179	60,57%	362	23,25%	16	0,90%	1 563	49,98%
<b>Total</b>	<b>1 928</b>		<b>1 077</b>		<b>178</b>		<b>3 183</b>	<b>100%</b>
<i>Proportion of institutional total</i>	60,57%		33,84%		5,59%		100%	

Against the targets set for 2015, the tables below highlight the achievements in 2015.

**Table 70: Equity profile per appointment category as at 31 December 2015**

Type	Target	Black	White	Foreign Nationals	Disabled
Overall Equity Profile	–	60,57% (1 928)	33,84% (1 077)	5,59% (178)	0,91% (29)
Academic Equity Profile	37%	37,06% (418)	49,11% (554)	13,83% (156)	0,80% (9)
Support Equity Profile	–	73,77% (1 496)	25,20% (511)	1,04% (21)	0,94% (19)
UJ Management Equity Profile	–	51,85% (14)	40,74% (11)	7,41% (2)	3,70% (1)

**Table 71: Appointments profile for 2015**

Type	Target	Black	White	Foreign Nationals	Disabled
Appointments overall	60%	75,82% (207)	14,29% (39)	9,89% (27)	1,83% (6)
Academic appointments	–	53,61% (52)	22,68% (22)	23,71% (23)	2,06% (3)
Support appointments	–	88,07% (155)	9,66% (17)	2,27% (4)	1,70% (3)
Sub Type	Target	African	Coloured	Indian	
African academic appointments	70%	82,69% (43)	3,85% (2)	13,46% (7)	

The headcount of black staff appointed year on year increased as a percentage of the total staff complement, from 64,56% in 2014 to 75,82% in 2015. This surpassed the 2015 target.

Although the overall staff complement indicated an increase in the appointment of black and international staff in 2015, the staff turnover for black academic employees also increased year on year. This needs to be considered against the backdrop of the net gain of 26 reflecting an overall growth of 2,03%.

**Table 72: Resignations, terminations and promotions profile for 2015**

Type	Target	Black	White	Foreign Nationals	Disabled
<b>Resignations</b>					
Overall resignations	–	65,65% (86)	28,24% (37)	6,11% (8)	1,53% (2)
<b>(Overall black resignations increased by 11,17% compared to December 2014)</b>					
Black academic resignations <b>(increased by 10,63% compared to 2014)</b>	–	42,00% (21)	46,00% (23)	12,00% (6)	0,00% (0)
Black support resignations <b>(increased by 11,96% compared to 2014)</b>	–	80,25% (65)	17,28% (14)	2,47% (2)	2,47% (2)
<b>Terminations</b>					
Overall terminations <b>(decreased by 3,2 %)</b>	–	50,59% (48)	42,35% (36)	7,06% (6)	1,18% (1)
Black academic terminations (decreased by 5% compared to 2014)	–	20,00% (5)	56,00% (14)	24,00% (6)	0,00% (0)
Black support terminations <b>(decreased by 8.1% compared to 2014)</b>	–	63,33% (38)	36,67% (22)	0,00% (0)	1,67% (1)
<b>Promotions</b>					
Black academic promotions <b>(increased by 20,83% compared to 2014)</b>	–	30,77% (12)	35,90% (14)	33,33% (13)	0,00% (0)

A summary of targets set:

- The target set for 2015 was to have a black academic staff complement of 37%. This was surpassed with 37,06%.
- The target for the appointment of new African academic staff was set at 70%. The outcome was 82,69%.
- The target set for overall new black appointments was 60% and was surpassed with an achievement of 75,82%.
- The target set for foreign nationals was 12% and UJ surpassed this target at 13,83%.
- The target set for employees with disabilities was 1%, but UJ only achieved a 0,91% composition. This may actually reflect underreporting because some members of staff are reluctant to disclose their disability despite several awareness campaigns.

In 2015, all the EE targets were surpassed. Table 73 provides a snapshot of the increase in black employees at the University of Johannesburg.

## COMPARISON OF BLACK EMPLOYEES OVER THE LAST THREE YEARS

With monitoring mechanisms in place, HR was able to provide accurate and on-time information on a quarterly basis to the Members of the Executive Leadership Group and other governance structures such as Senex and HRSECC. Furthermore, all non-designated appointments must be approved by a panel consisting of four members of the MEC. The panel must evaluate the motivation and be satisfied that all reasonable efforts have been made to secure a candidate from the designated group. All Executive Deans and Executive Directors

**Table 73: Comparison of black employees over the last three years**

COMPARISON OF BLACK EMPLOYEES OVER THE LAST THREE YEARS				
	2013	31 Dec 2014	31 Dec 2015	% Improvement
Overall equity profile	58,34%	59,32%	60,57%	1,25%
Academic equity profile	33,43%	35,37%	37,06%	1,69%
Support staff equity profile	70,92%	72,78%	73,77%	0,99%
Senior management profile	35,71%	52,00%	51,85%	-0,15%

are held accountable for ensuring that their Faculty/Divisional Employment Equity Plans are implemented. The Executive Deans and Executive Directors also report to the MEC on an annual basis on progress made in achieving their Employment Equity targets.

All of the above measures contributed to the achievement of medium-term EE targets to set us on track to ultimately achieve the UJ's 2025 target.

#### ***Attraction and retention of illustrious academic staff***

The University is committed to attracting, rewarding and retaining academic staff of outstanding quality who will contribute to its reputation nationally and internationally.

The retention of black academics has been fully monitored. Reports highlighting the attrition rate of black academic staff, including females and disabled staff, and an analysis of cognate reasons given for exits have been presented on a quarterly basis to MEC and subcommittees of Council. The following attraction and retention strategies were implemented:

#### **Academic promotions**

**39** academic staff members were promoted in 2015 as follows:

- **5** promotions were from Associate Professor to Professor (12,82%);
- **13** of the promotions were from Senior Lecturer to Associate Professor (33,33%);
- **1** promotion from Lecturer to Associate Professor (2,56%);
- **20** from Lecturer to Senior Lecturer (51,28%);
- of the **39** promotions, **26** were South African, **9** foreign nationals (Africa), **4** foreign nationals (other);
- **23 (58,97%)** were males and **16 (41,02%)** were females.

Comparatively, the 2015 approved academic promotions (**39**) highlights an increase compared to (**24**) promotions recorded in 2014. This could be attributed to talent management strategies as well as the increase in the frequency of academic promotion presentations at Senex. Some of the strategies introduced include the Accelerated Academic Mentorship Programme (AAMP) introduced in 2015 and it is expected that such interventions will improve the pipeline for future academic promotions.

#### **Talent management**

Talent management (TM) at UJ is grounded in its contribution to achieving the 2025 strategic objectives and overall performance in order to provide the University with the human capital it needs to conceptualise and realise its desired Future Strategic Position. It provides UJ management with a set of integrated organisational processes designed to attract, develop, motivate, and retain productive, engaged employees. Its primary goal is to assist the University to align the talent requirements of the 2025 Strategic Objectives and the resultant decentralised annual operational plans.

Talent leadership has been a key focus during 2015, with a talent management task team constituted and led by the Vice-Chancellor. The task team has prioritised the following key focus areas for implementation during 2015/2016:

- 1) creating a marketing tool that captures all of UJ's talent management innovation programmes;
- 2) rethinking and reinventing top young talent via recruitment and retention strategies;
- 3) implementing succession programmes;
- 4) implementing differentiated remuneration for talent retention;
- 5) developing retirement incentives; and
- 6) instilling a talent management mindset throughout the institution.

### **Attraction of top talent**

A number of executive recruitments took place as a result of retirements, contract terminations and reorganisation of portfolios. The resourcing process for the following executive positions were concluded in 2015:

- The position of **Special Adviser: Projects** has been filled effective 1 January 2016.
- The position of **University Legal Counsel** has been filled effective 1 January 2016.
- Three Executive Deans were appointed as follows: **Executive Dean: Faculty of Science, Executive Dean: Faculty of Humanities. Executive Dean Designate: Faculty of Law.**
- The position of **Executive Director: Research and Innovation** will be filled with effect 1 March 2016.
- Two **Senior Directors: Strategic Initiatives and Administration and Postgraduate Studies** were appointed.
- An executive decision was taken not to fill the position of **Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs**. The portfolio has since been reorganised.

### **Performance management**

During the period under review, the Performance Management Policy was reviewed and consulted with relevant stakeholders. The revised policy was approved by Council in August 2015. The Performance Management Process Report of 2014 highlighted a number of implementation challenges that needed to be addressed. These were taken into consideration with the revision of the policy. Some of the key changes include the following:

- 1) performance contracts and mid-year reviews will be compulsory and no longer optional;
- 2) the discussion of development needs of employees is a compulsory part of future performance contracts;
- 3) team performance to be taken into account at end of year appraisals and the use of 360 degree feedback evaluations is now part of policy;
- 4) a standardised rating scale will be used for all levels of employees;
- 5) managing performance during long-term absence, e.g. maternity, sabbatical/study, illness etc.;
- 6) the appeals process has been reviewed to allow more time in the process.

The main challenge in managing the PMS is that it is not automated. This will receive focused attention in 2016.

### **Mentorship programmes**

The mentoring guidelines were developed and communicated. It is envisaged that successful formal mentoring relationships will be established both in the academic and support environments in the coming year. The goal of the programme is to share knowledge, develop skills and provide career-oriented guidance to individuals in the University community.

### **Induction**

The attraction and retention of staff at UJ is an important HR priority. In giving effect to creating a welcoming environment for new staff, the Induction Day has been revitalised and made compulsory for all new staff joining UJ. Since February, ten Induction Days have been presented with 145 new employees attending.

Feedback received from staff attending these interventions indicated that the training exceeded their expectations and they felt they could definitely apply the new information in their workplaces. They also experienced UJ as a welcoming employer.



### **Personal and professional development**

Ensuring that UJ employees have the right skills and abilities is essential to UJ's long-term success. UJ supports the development of employees through both credit bearing and non-credit bearing development opportunities, and learning and development professionals provide a wealth of targeted developmental programmes.

The Human Resources Division facilitated training opportunities to over 1 640 employees, at all levels, in order to build on their professional competencies, increase their knowledge, and improve their skills set, so as to contribute to UJ's mission and enhance their individual opportunities for future growth.

A new Training and Development Policy was approved to facilitate relevant learning and development for staff and to reduce skills gaps.

### **Management development**

Supervisors, managers and directors provide the leadership that is essential for creating a productive workplace. Effective leadership is the key ingredient in contributing to fulfilling UJ's 2025 Strategic Objectives.

Management training was delivered to a total of 331 UJ staff members. The training included the following interventions: middle management (151); new manager orientation (33); functional leadership training (134); other leadership interventions (13). Training covered various topics such as change management, financial management, performance management, strategy, trust, project management, conflict management and leading teams.

During the period under review, a New Manager Orientation Programme (NMOP) was developed and delivered. This ensured that new managers were equipped with the necessary knowledge and tools to be effective in their management role. Topics covered talent management, HR business partnering, performance management, recruitment and selection, onboarding, training and development, organisational change, managing poor performance, employee contracts, employee wellness, conditions of employment and position management. In total, 33 new line managers attended training during the year.

Feedback related to these interventions included comments that the training exceeded all expectations and that the learning experience was valuable in enhancing performance in the workplace. This can be attributed to the fact that specific strategic themes were incorporated into the training, i.e. work ethics, trust in the workplace, transformation, relevance of management in terms of strategic objectives (2025 Strategic Goals) as well as the incorporation of the UJ's vision, mission and values, during the interventions. The fact that the training was UJ-customised (i.e. exercises were based on UJ case studies) also contributed to the success. During 2014, the management training was limited to the Functional Management Programme and self-development programmes aimed at managers. The targeted approach to management and leader development in 2015 contributed to the effectiveness of the interventions and compared to 2014, 32% more managers attended management and leadership development programmes in 2014.

### **Employee relations**

Continuous engagements with recognised trade unions, NEHAWU and SAPTU/NTEU alliance took place to ensure proactive dialogue on issues of mutual interest. This was done by means of consultation in the Consultative Problem Solving Forum (CPSF) and bilateral meetings with the Vice-Chancellor and Employment Relations (ER). The ER Unit also grants appropriate 'time-off' to union leaders to have proper interactions with union members and the employees of the University. A total of 5 CPSF meetings were held in 2015 where the typical issues discussed included temporary employment, the introduction of the Accelerated Academic Mentorship Programmes and garrishee orders. Policies on performance management and overtime were also consulted.

### **Substantive negotiations**

The annual substantive (salary) negotiations for the period January 2016 to December 2016 commenced on 23 September 2015 and were concluded on 18 January 2016. An agreement was reached with recognised labour (NEHAWU and SAPTU/NTEU) for the implementation of a general remuneration increase

## **Employee wellness**

Wellness information sessions and line manager wellness training sessions were held in different departments and faculties, focusing on topics such as chronic illnesses, financial management and stress management, the role of the line manager in the wellness programme as well as sensitisation on disability issues. Two health information sessions were also held focusing on breast cancer awareness.

In the year under review, there were two major HIV testing campaigns with an uptake of 1 308 members of staff. Those that tested positive were referred for assistance from the Care and Support Programme administered jointly by HR, IOHA, Campus Health and PsyCaD under the banner of "UJ wellness programme for HIV infected students and staff".

Five Wellness Day Campaigns were held in which employees were screened for lifestyle diseases. The main goal of the wellness day was to bring attention to common chronic diseases of lifestyle and to provide an opportunity for staff to screen for these chronic conditions. Those who were assessed to be at risk were referred to their medical aids for further interventions.

There was a continuous collaboration between HR and PsyCaD with regard to disability management. The Wellness Unit actively supported employees with disabilities in accommodating their special needs. Disability booklets were also distributed to new employees at induction, and information sessions were held with new employees about the management of disability issues at UJ. The Wellness Unit also undertook a benchmarking exercise with five other universities with a view to gaining insight into their strategies of promoting networking between staff with disabilities.

Eighteen new wellness champions were recruited and trained to assist the Wellness Unit with the implementation of the HIV and AIDS workplace programme. The UJ World AIDS Day was jointly observed with the institutional Office for HIV and AIDS, Campus Health and the City of Johannesburg. The International World AIDS Day was also observed, and coordinated by the wellness champions.

## **Good governance**

Human Resources operations are underpinned by principles of good governance. HR plays an important role in guiding UJ's compliance with legislation and policies.

## **Legal compliance**

The Human Resources Division continues to implement corrective measures to ensure compliance with legislative changes. Risks are determined, prioritised and mitigating measures are implemented.

The HR Division continues to provide coordination and administrative support to the GES Project. The HR Division alerted the institution to the potential effect of the Immigration Act amendments. An assessment was done and line managers were advised accordingly. The Human Resources Division has since put in place an institutionalised process of expediting work visa applications and renewals for foreign nationals in collaboration with the Internationalisation Division.

## **Policies and processes**

Effective policies reflect the organisation's culture, direction and intent. They further guide the actions of managers, administrators and employees and ensure consistency and alignment with legislative imperatives. The HR Division plays an essential role in developing, reviewing and administering University-wide policies in the area of people development and employment practices. During 2015, the following policies/ procedures were developed or reviewed to ensure compliance with legislation:

- Revised Vice-Deans Appointment Procedure
- Harassment Policy
- Performance Management Policy
- HR Delegation of Authority
- Guidelines for acting appointments at ELG level (up to 30 days)

- Policy on Overtime Compensation
- Training and Development Policy
- Management Policy on Retirement
- Academic Career Path
- Professorial Categories
- Policy on non-accumulative leave for academic staff appointed after 01 June 2013
- Guidelines for farewell gifts
- Qualifications obtained from “Degree Mill” universities

A particular need was identified by the University Leadership to amend the Delegation of Authority that directs matters relating to key human resource decisions. The HR Delegation of Authority document was revised and approved by HRSECC. Timeframes with regard to resourcing processes were addressed by delegating the salary to be offered to Executive Deans. Further revisions were supported by MEC to be finalised in 2016.

### **Service delivery and customer satisfaction**

In 2015, HR continued to improve on its service delivery and customer satisfaction. A critical evaluation of the HR Division's structure was undertaken to ensure effective service delivery at all levels. This review was premised on improving responsiveness, accuracy, competence and communication and overall service delivery. The outcome of the deliberations was the introduction of a decentralised approach in the first quarter of 2015, where HRBPs were decentralised and were in the coalface of service delivery in their respective faculties and divisions.

Since the implementation of the decentralised approach, a customer satisfaction survey has been done with the Executive Deans and Executive Directors and the feedback was that the HR Division continued to make progress with the implementation of the HRBP model. There is general satisfaction with the decentralised approach as it leads to better communication, increased response rates, less bureaucracy and general efficiency and effectiveness. It was also noted that the HRBPs were becoming well integrated into their environment, were susceptible to suggestions of improvements on processes and were acting as good HR ambassadors.

There are concerns, however, with some of the HRBPs when it comes to proactive service delivery, strategic involvement and subject matter understanding. The feedback also highlighted room for better management of interdependencies within HR, especially in the recruitment process and issuing of salary offers. The Division is institutionalising measures to improve service delivery in these areas and HRBPs will continue to undergo extensive training and coaching on dedicated ‘training days’.

In 2015, the HR team received in-house training in ER, performance management, talent and workforce planning, overview of key policies, Oracle HRMS, records management, using salary matrix (TGP/TCTI), medical scheme administration, job profiling, team cohesion/effectiveness, organisational design and change management principles.

### **Systems and information management**

Key deliverables for 2015 were the implementation of Manager Self Service, optimisation of the Online Temporary Appointment System, investigation into the automation of the Temporary Appointment Leave Management System, implementing a Business Intelligence Solution and an electronic Performance Management System.

- **Manager Self Service and Service Manager**  
Staff with access to a computer and the UJ network can apply for leave online, verify and update personal information, update qualifications, view appointment details, book online training modules, generate their own payslip and IRP5. Members of staff with no access to a computer are required to apply for leave manually (paper based), inform HR in person of any biographical updates, request HR in person to confirm appointment details, and they receive monthly salary advice as well as IRP5 in printed format.  
With the manual leave application system, the risk exists that an application form never reaches HR to capture. This poses a risk in terms of financial gain through the sale of accumulative leave already taken, negative audit reports and HR providing incorrect statistics on sick leave taken across the University. In addressing this risk, all specifications and testing were done for a Manager Self Service module that will be rolled out in 2016.

- **Optimisation of the Online Temporary Appointment System**  
As part of the automation of HR's administrative processes to improve on efficiencies and turnaround times, the Online Temporary Appointment and Payments process and the "migration" from manual processing to electronic based platforms have been phased in. In collaboration with ICS, HR evaluated the possibility of a fully integrated system that was Oracle based. However, a decision was taken that UJ should continue with the current system, as a pure/integrated Oracle functionality would not be able to support multiple appointments. The Human Resources Division revisited the current Temporary Appointments Guidelines and implemented enhancements to mitigate risks in line with new legislative amendments.  
Although major strides have been made in the past year, introducing an online leave management system was not achieved. This will form part of a holistic leave project in 2016.
- **Implementation of a Business Intelligence (BI) Solution**  
In 2014, role players investigated the viability of a BI-solution. A comprehensive report was presented to the UJ Steering Committee on 20 June 2014. A final recommendation to the MEC was approved. The budget was finally approved in 2015 and TATA consultants were appointed as the service provider.  
The Human Resources Division was instrumental in driving this process and played a significant role in the scoping of the HR module, and an active role in the tender process and in documenting the processes needed for successful implementation.  
The responsiveness of HR led to the fast tracking of the scoping, purchasing and ensuring that the implementation of the HR-BI module was prioritised. The project plan put forward and managed by ICS agreed with all stakeholders as 1 April 2016 to be the implementation date for the BI modules relating to HR.
- **Implementation of a decentralised HR Management Information Dashboard**  
In the absence of a BI-solution, an interim solution was considered and investigated and work started in April 2015 on making use of the Higher Education Data Analyzer (HEDA) tool to make HR data available to Executive Directors in a dashboard format. Work done and lessons learnt from the HEDA solution will also be the building blocks for the BI-solution.

## EMPLOYEE PROFILE

This section of the report highlights the key internal aspects of the Human Resources operations.

**Table 74: Employee equity profile in the HR Division**

Human Resources Staff Composition	Count				Percentage			
	Executive	Research	Support/ Services	TOTAL	Exec	Research	Support/ Services	TOTAL
Permanent	0	0	58	<b>58</b>	0,00	0	80,56	<b>80,56</b>
Fixed-Term Contract	1	0	4	<b>5</b>	1,39	0	5,56	<b>6,94</b>
Temporary	0	0	9	<b>9</b>	0,00	0	12,50	<b>12,50</b>
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>71</b>	<b>72</b>	<b>1,39</b>	<b>0</b>	<b>98,61</b>	<b>100,00</b>

**Table 75: Employment equity profile in the HR Division**

Human Resources Equity Profile										Percentage			
Black	White	Total	Foreign Nat – Africa	Foreign Nat – Other	Total	Grand Total	Disabled	Female	Male	Black	White	Foreign National	Disabled
50	12	62	1	0	<b>1</b>	<b>63</b>	1	49	14	79,37	19,05	1,59	1,59

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT**

HR benefits from a number of national and international networking opportunities. At the national level, participation in the HR Executive Directors Forum creates valuable exposure and benchmarking opportunities. HR Managers are provided with opportunities to attend on a rotational basis. At an international level, HR participates as a member of the Society for Human Resources Management (SHRM), Central Executive Board (CEB), the Global Academic Executive Forum, Universitas21 HR Subcommittee and the Association of Commonwealth Universities (ACU) HR Committee.

In 2015, UJ collaborated on a regular basis with the U21 HR Executive Committee on key issues like talent management, strategic workforce planning and HR best practices. This has provided insight into the different approaches used by other institutions when dealing with talent attraction, development and retention. Through the U21, UJ has also been a member of the Global Academy Jobs (GAJ), which has increased recruitment platforms especially for academic related jobs. The Division has also benchmarked its HR services, offerings and practices with key international universities, including the University of Connecticut and the Ohio State University. This has proven beneficial in gauging how UJ HR processes fare compared to those of international institutions.

The Division took part in the SHRM Efficiency Review and received a B rating. The benchmark results highlighted that the UJ HR Division has good efficiency measures, although it still needs to focus on areas of improvement, which include automation, tracking workforce analytics to inform decision making, and reduction of bureaucracy in processes.

As commemoration of Mandela Day, the HR Wellness champions, HR staff members and staff of the Applied Chemistry Department visited Ethembeni and Hotel Hope Orphanages. The homes were assisted with preparing lunch, collecting and distributing food parcels, non-perishables and toys, cleaning the home and assisting with baby care.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

### ***Overview of the financial status of the Division, approved budget and expenditure***

The annual budget for 2015 was **R50 371 112** of which 62,66% was for permanent salaries and 1,07% for temporary salaries. The approved restricted budget was R3 655 897, which made provision for bursaries, consulting and software licencing. The operating budget was R12 969 255, providing for major expenses, but not limited to advertising, functions and entertainment, legal fees, recruitment costs, staff training and development, travel and prizes and rewards.

An amount of R3 655 897 was budgeted for the BI-system and an electronic Performance Management System. An amount of R2 500 000 was spent on the BI- system and the rest will be used in 2016 towards the Performance Management System.

The overall expenditure for the year was **R51 297 030**, reflecting an overspend of R925 917. The reason for this overspend was that the annual salary increase of 2015 was not captured in the budgeted amount.

For the past two years, HR had not received any budget for maintenance costs, such as replacement of furniture, replacement of carpets or appliances. This will be addressed in the 2017 budget submission.

### ***Specific projects and performance regarding environmental sustainability***

HR kept a closer watch on operating expenses in 2015. Staff were made aware of saving on everyday consumption of electricity, telephone calls, catering and stationery. Printing was minimised, with use made of electronic media.

## **LEADERSHIP AND LEADING CHANGE**

To enhance the Division's climate change and culture, HR engaged in the following activities:

HR held monthly community forums, where various topics related to transformation were discussed, e.g. HR Code of Conduct, HR Service Charter, stress management, a speed of trust workshop and a discussion of the UJ values. Quarterly, monthly and weekly meetings were held with senior managers to discuss HR progress, challenges and successes. There was frequent communication by email, unit meetings and monthly meetings of HR staff.

HR held its first annual Recognition of HR Excellence Awards in order to acknowledge and recognise excelling employees and teams. The annual team get-together and team building sessions were good initiatives to boost employee morale. A strong sense of collegiality was promoted among the HR Executive team. Casual Fridays were observed as a team.

With regard to transformational leadership, there is a consultative approach on all HR processes. There is effective communication with all HR staff. There are also platforms to hear HR staff concerns in community forums. HR Directors take issues raised seriously and give focused attention to resolving the issues raised. The mentorship programmes are allowing HR managers to deepen their mentorship skills so that they are effective in their mentorship roles.

The performance management is linked to personal development plans for all staff. The overall average Performance Score for HR staff was 3.7. There is a decentralised approach to service delivery. HR creates and maintains open, transparent internal communication processes. HR fosters a climate of decision making at all levels.

## **CONCLUSION AND WAY FORWARD**

The Human Resources Division continues its efforts of ensuring that it repositions itself to deliver an efficient and effective service as a strategic partner supporting the strategic objectives of the University. In the ensuing phase, particular focus will be placed on the key deliverables highlighted above to support an upward trajectory of the Division's efficiency and effectiveness.

In pursuit of service excellence, the shift in the Human Resources Division's positioning necessitated that we implement a new HR structure to function as a cohesive collective of expertise. We continued our professional development to gain a deeper knowledge and understanding of the University's environment, faculties and divisions. We embarked on a client service delivery model to enhance positive and meaningful relationships with our academic and administrative leaders in order to serve them as advisors and partners.

Our key focus areas for 2016 will be the following:

- Operational efficiency and effectiveness remain important topics of discussion between HR and managers across the University. Effective performance management, support in addressing underperformance, workforce planning, organisational structures, up-to-date job profiles and classification levels form part of the strategic workforce planning and will receive ongoing attention and support.
- Integrated IT-systems in the area of HR Management will be further developed. Self-Service for Managers, a revised E-recruitment system and an electronic Performance Management System are in the process of being implemented. For managers, the finalisation of the Business Intelligence (BI) solution project will provide significantly improved workforce intelligence and reporting capacity.
- The Talent Management and Leadership Plan will be implemented.
- An improved organisational design, and organisation organograms and job profiles will be developed and implemented.
- A strategy for the insourcing of cleaning, gardening and security services staff will be developed and implemented.

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*The data presented in the report were extracted as at 31 December 2015*

A handwritten signature in black ink, appearing to read 'Mala Singh'.

**Mala Singh (Dr)**

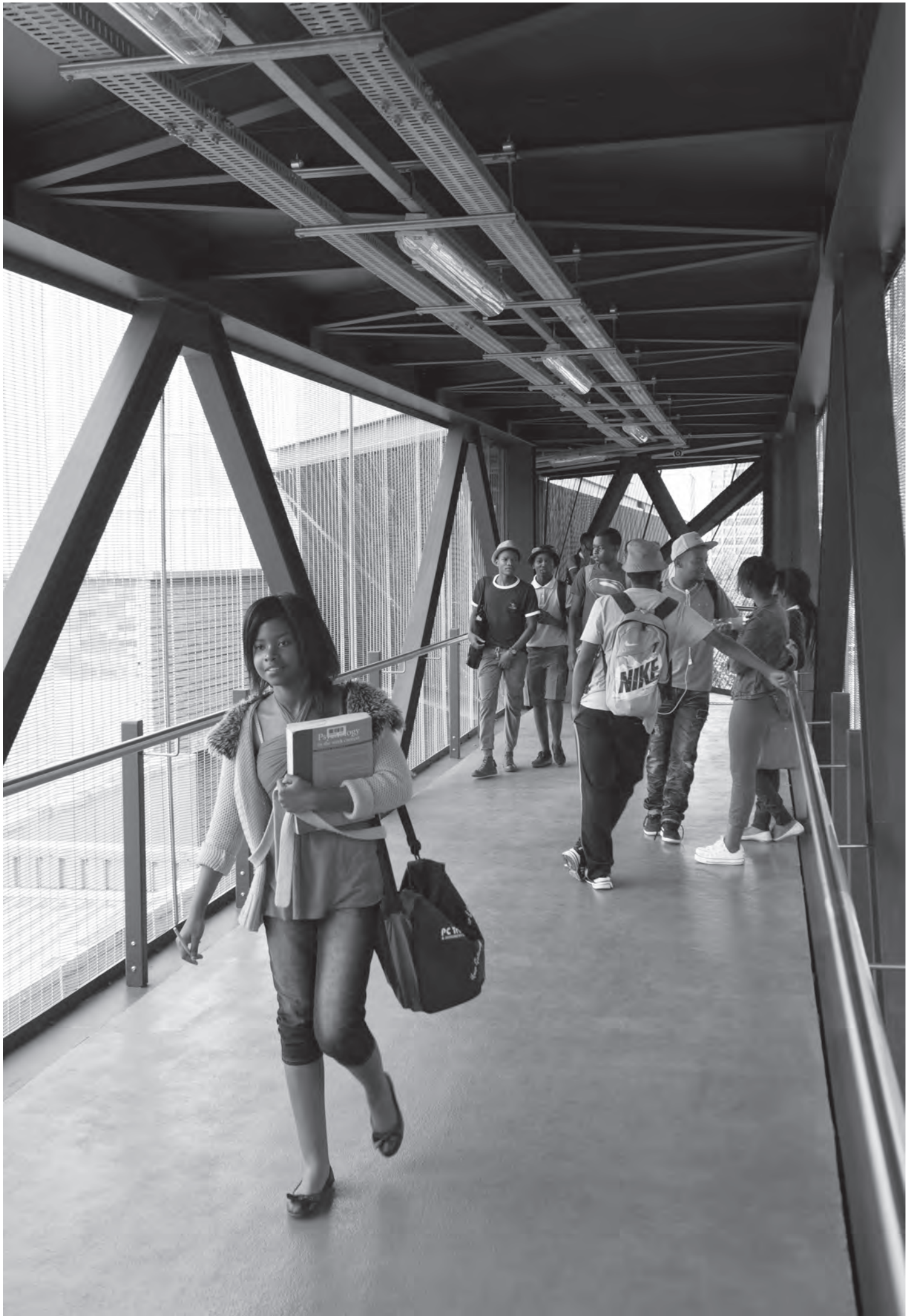
Executive Director: Human Resources

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**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services







**Registration**  
**Venue**

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# MANAGEMENT AND ADMINISTRATION: SUPPORT SERVICES

## OVERVIEW

The University of Johannesburg's (UJ's) Strategic Objective Four: Enriching Student-friendly Learning and Living Experience, and Objective Six: Fitness for Global Excellence and Stature, have import for the various support services divisions of the University, which include the following divisions:

- Information and Communications Systems
- Institutional Planning, Evaluation and Monitoring
- Operations

Furthermore, the encompassing Registrar's Portfolio includes:

- Academic Administration
- Unit for Quality Promotion
- Central Administration
- Corporate Governance
- Health and Wellness
- Occupational Health
- Primary Healthcare Service
- Institutional Office for HIV and AIDS (IOHA)

The operating contact and governance, as well as the performance review of all these support services divisions are reflected in this report.

## GOVERNANCE

Reports of the various support services serve at the MEC Operations Committee, and, where applicable, at the MEC. The cycle reports of Academic Administration (i.e. Undergraduate Application Report, Registration Report, Graduation Report, etc.) also serve at the Senate Executive Committee, Senate, Council Executive Committee and Council. Several institutional academic administration committees, chaired by the Registrar, are operational (i.e. Admissions Committee, Registration Committee, Timetable Committee, Academic Administration Coordination Committee, etc.). An MEC Enrolment Management Committee (chaired by the Deputy Vice-Chancellor: Academic) monitors compliance with the UJ Registration Plan from application to registration.

## **POLICY FRAMEWORK**

The Support Services divisions function in accordance with the institutional policy framework and governance as reflected in Section 3. The corporate governance principles reflected in King III are applicable, as well as the relevant national and international standards, and any specialised legislation and regulations.

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**Ihron Rensburg (Prof)**  
Vice-Chancellor and Principal

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## REGISTRAR'S PORTFOLIO

The primary focus of the diverse units that form the Registrar's Portfolio is on Strategic Objectives 4 and 6: An Enriching and Student-friendly Living and Learning Experience; and Fitness for Global Excellence and Stature. These units contribute to these objectives, on the one hand, through a focus on the health and wellness of students as a precondition to their academic and personal fulfilment as members of the university community; and on the other, through ensuring aspects of the quality underpinning an excellent academic experience. The latter ranges from the quality of institutional governance, through the administration of the student life cycle and the operational quality of support units, to the assurance and promotion of the quality of programmes, faculties, support divisions and even campuses.

Beyond these two core strategic objectives, the units under the Registrar's stewardship also impact, in most cases rather less directly, on the other strategic goals of the University. In addition, increasing numbers of staff in these units are contributing research papers to national and, on occasion, international conferences. In short, the work of these units is focused and underpinned by a strong commitment to the institutional strategic goals, and to the overarching goal of Global Excellence and Stature.



**Kinta Burger (Prof)**

Registrar

# ACADEMIC ADMINISTRATION

## OPERATING CONTEXT AND GOVERNANCE

Academic Administration refers to the management and governance of the academic life cycle of the student, from application to graduation. Academic Administration operates to enable the University's fitness for purpose and adequate support of its primary academic strategic objectives. The current student data system is Integrator 3 from Adapt IT.

The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets regularly. The following other specialised committees are operational: Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, all chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to operational matters.

The Director: Academic Administration reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration.

The annual external student data audit is submitted to the Department: Higher Education and Training (DHET) via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, including Academic Structure, HEMIS Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling, Assessment and Graduations. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex.

## RISKS AND MANAGEMENT OF RISKS

A risk-mitigation strategy for academic administration, focusing on the academic life cycle of the student, as developed in 2007, has been continually refined since then.

The risks related to academic administration are governed by Central Academic Administration (CAA) and managed within the faculties, as well as by the academic life cycle-based institutional committees reflected in the overview. The following Academic Administration risks with a possible threat to sustainability in order of impact and importance are listed below. The impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

A register reflecting conflict of interests declared by employees (family members registered at UJ) was compiled and applicable internal controls were instated to mitigate risks related to assessment marks on the student data system.

### ***Disruption of year-end exams due to student unrest***

Student unrest occurred on campuses on 22 October due to the #FeesMustFall campaign and the University was closed on Friday 23 October. On Monday 26 October, employees resumed normal duties, but academic activities were still suspended due to consultation between Management and student leaders. On 27 October 2015, the SRC signed a Memorandum of Understanding with the Vice-Chancellor on the way forward.

Academic Calendar activities were postponed by one week, which resulted in classes, tests and assessments scheduled for the period 22 to 27 October being rescheduled from 28 to 30 October.

The study break also moved one week later from 31 October to 6 November. The biggest impact of the student unrest was the rescheduling of the final summative assessments, which commenced on 7 November, and the supplementary assessments, which commenced on 11 December 2015. All students were continuously informed of these changes by means of SMS, email and the student portal (uLink). The supplementary assessment marks were published on 14 January 2016 and special assessments for students with maximum two outstanding semester modules to graduate were scheduled in the week of 25 January 2016.

Student protest continued throughout the assessment period and additional security arrangements were active during this period. Student participation in assessments, however, was close to normal. Students who participated in the unrest were given the opportunity to apply for a deferred assessment, which was written during the supplementary assessment period 7 to 11 December 2015. CEP (whole programmes) assessments continued in all on- and off-site assessment venues as initially scheduled.

### ***Large number of late applications/walk-ins***

The University of Johannesburg (UJ) has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins, the University decided not to allow any physical walk-ins during the week following the release of the Grade 12 results.

To further mitigate the risk of walk-ins, a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

For this purpose, the CLEAR Campaign (**C**hoose, **L**earn, **E**arn, **A**pply and **R**egister) was developed. Furthermore, a dedicated application enquiry system, accessible by means of mobile devices with Internet connection, was developed for late enquiries/applications. Applicants without Internet access could access information by means of an extended call centre.

Immediately after the release of the NSC results, UJ calculated the final admission status of first and second choice applications as well as declined applicants whose Grade 12 results had improved. All category applicants were informed by means of an SMS of their final admission status. The application statuses were also available on the UJ home page. All four UJ campuses were closed during the period 5 to 9 January 2015 and only card-carrying students were allowed on campus for, among others, CEP supplementary assessment sessions.

### ***Leaking of assessment paper***

A final opportunity assessment paper of the Department of Mineral and Mining Engineering in the Faculty of Engineering and the Built Environment was leaked in June 2015. The probability that a student obtained a photo image of the assessment paper (pre-final version), which was distributed by means of social media, was investigated. The leakage was brought to the attention of the Faculty before the paper was written and a new assessment paper was compiled. The internal auditors of the University, KPMG, were appointed to investigate the incident, which led to a disciplinary investigation. An awareness campaign was launched focusing on support and academic staff to highlight the risks related to the compilation, printing and storage of assessment papers in academic departments.



## **STRATEGIC FOCUS AND TARGETS**

### ***2015 realisation of goals and targets***

#### **Applications**

The University again promoted the utilisation of the online application system by means of the No Application Fees policy. A total of 87% of applicants applied online as opposed to 11% in 2014 before the No Application Fees policy was implemented. Applicants received an automated response (acknowledge receipt) within 24 hours after the submission of the application.

Furthermore, the pre-screening of applicants against their Grade 11/12 results listed the qualifications for which the candidate qualified. Although applicants were allowed to select a qualification for which they did not meet the minimum requirements, the online application system gave applicants an early warning that they did not meet the entrance requirements. The pre-screening of candidates subsequently led to a decline in the number of headcount applicants from 145 556 for 2015 to 121 283 for 2016. A database of unsuccessful applicants was developed to use as a buffer in case enrolment targets were not met.

The ID information of applicants was successfully verified electronically, which resulted in increased efficiency and cost saving. Applicants whose IDs could not be verified, were requested to submit a paper copy.

#### **Registration**

A student satisfaction rate of 85% was reached for registration. A new access card system was launched and approximately 70 000 new access cards were issued to staff and students (including subsidised and CEP programmes). The academic record module on Integrator 3 was enhanced to include the GPA rankings to enable the international conversion of results.

#### **Student system upgrade**

The student system was successfully upgraded to Integrator Version 3 in March 2015 and system downtime was limited to two working days. The UJ customised software was reviewed for possible replacement by the standard system, but unfortunately only a limited number of UJ customised programmes were included in the new version.

#### **Timetables**

The CELCAT timetable optimisation software, which was implemented in 2012, has been utilised for the optimisation of the DFC, APB and SWC lecturing timetable over the past three years. The re-optimisation of the assessment timetable for the period 2016 to 2018 was successfully completed for all campuses. Dynamic e-forms were implemented to facilitate timetable change requests.

#### **Assessment**

The Management of Assessment Mark System (MAMS) was fully implemented in 2015 for semester and year modules. This system has increased the governance regarding marks significantly and a central repository has been established to assist with the early identification of at-risk students. More than 120 training sessions for academic and support staff were offered on all campuses. Numerous enhancements requested by academics to assist with the management of marks were also implemented.

The biometric scanning of students in selected assessment venues on all campuses has been implemented. This system verifies the identity of the student and registration data against the student system. The system acts as a deterrent against examination transgressions. To enhance the integrity of assessments further, surveillance cameras were installed in large venues where the layout of the venue inhibits physical invigilation.

#### **Graduations**

A total of 12 249 students graduated at 59 ceremonies. A student satisfaction rate of 98% was reached. Graduation ceremonies were also broadcast on YouTube. Based on benchmarking with other South African universities, UJ graduation ceremonies were rated as one of the best nationally.

## **Certification**

### **Enhancement of certification security measures**

Fraudulent higher education documents, or fake degrees and diplomas, are not only on the increase locally, but across the world. UJ, recognising the need to increase its security features on certificate paper, partnered with an international secure certification solutions company, Advanced Secure Technologies, which specialises in overt and covert certificate security features, to enhance the University's certificate paper. The aim was to prevent certificate fraud, to stop counterfeiting and to avoid fraudulent alterations.

Educational achievement and its accompanying evidence are used to ensure access to employment. Often, individuals pursue unlawful avenues to obtain a qualification. It is, therefore, not surprising that fake qualifications have become a sought-after commodity, regardless of whether they have been earned or not. UJ's new advanced certificate paper will make the assessing of qualification authenticity easier.

The new advanced certificate paper incorporates cutting-edge security features such as visible deterrents that are almost impossible to replicate. The unique key features, as recommended by international document security standards, are fused into UJ's certificate paper, which students receive upon graduating.

The key features incorporated into the new UJ certificate are:

- unique, controlled paper supply that has a genuine watermark for added security;
- a holographic visual deterrent giving extra protection from dishonest forging;
- UJ branded overprint of the hologram, giving extra protection from illegal counterfeiting;
- individual numbering system for each certificate for auditing and verification;
- a heat reactive spot for instant certificate authentication;
- micro text security border; and
- micro-numismatic invisible, ultra violet, anti-tampering technology similar to banknote-level security.

UJ's new advanced security certificates not only protect the University's certificates from fraud, but also preserve the reputation of the institution and the integrity of qualifications.

The external auditors perform an annual compliance audit and for the past number of years no exceptions were recorded.

## **2016 STRATEGIC OBJECTIVES PER ACADEMIC ADMINISTRATION LIFE CYCLE**

### **Student Enrolment Centre**

- Ensure a selection turnaround time of 15 days including postgraduate and international selections.
- Implement automated selection of undergraduate international applicants.
- Implement a centralised electronic selection of honours and taught master's degree students (if approved by MEC).
- Ensure application satisfaction of 80%.
- Upgrade call centre and implement ONLINE-CHAT text message enquiries for use, especially during registration.
- Develop a separate landing page for Recognition of Prior Learning (RPL), inbound/outbound and postgraduate applications.
- Investigate automated indexing of admission documentation.
- Review quality/efficiency of undergraduate, postgraduate and international, RPL and CEP application process.

### **Registration**

- Develop online registration for mobile devices.
- Ensure student satisfaction rate of 86% for registration.
- Implement qualification verification software (dependent on budget allocations).
- Implement software to issue academic records in the certificate printing process (dependent on budget allocations).

- Investigate alternative student management software service providers, like the Tribal system which could potentially replace ITS in the next 5 to 10 years.
- Adjust academic structure to deal with online programme offerings including numerous intakes.
- Undertake quality review of certification process.

### ***Timetables***

- Re-optimize 2017 APK lecturing timetable (subject to necessary staffing).
- Prepare for two assessment sessions (if approved by Senate).
- Publish honours and taught master's degree lectures and assessments in centralised timetable (subject to necessary staffing).
- Develop a centralised test timetable for all campuses (subject to necessary staffing).
- Prepare for the implementation of Roombooker in 2016 (subject to necessary staffing).
- Implement fully Dynamic e-forms (ImageNow for UTC).
- Implement rooming by means of CELCAT for assessments including supplementary assessments.

### ***Assessment***

- Undertake further roll-out of biometric scanning during assessments on all campuses. (selectively) (two assistants per campus).
- Automate Varsity Cup credit and performance calculation/evaluation in collaboration with HEDA.
- Develop and implement electronic workflow for external invigilator payments in collaboration with HR.
- Enhance MAMS system to include log files and optimisation of access.
- Process marks from assessment date to publishing of marks within 12 days.
- Undertake quality review examination process (departmental, faculties and CAA).

### ***Graduation***

- Ensure a sustained student satisfaction rate of 98% for graduation.

### ***Student data quality***

- Ensure student data quality: no more than 50 HEMIS student data fatal errors.
- Automate postdoctoral database.
- Ensure fewer than 4 000 data warnings (excluding students who did not register the previous year).
- Undertake further roll-out of HEDA data evaluation on CEP.

### ***Academic administration training***

- Conduct MAMS re-training of academics and support staff.
- Align Academic Administration training manuals for Integrator 3.
- Implement electronic training assessment (Blackboard) for Academic Administration staff.
- Review local software vs the standard Integrator software.
- Document local software specifications.



**Kinta Burger (Prof)**

Registrar

# UNIT FOR QUALITY PROMOTION

## OVERVIEW

The goals of the Unit for Quality Promotion (UQP), which are aligned with the University of Johannesburg (UJ) Strategic Objectives Two and Six, are to:

- i) provide leadership and support with the implementation of the UJ Strategic Plan 2025 with respect to quality reviews;
- ii) sustain, support and improve the UJ Quality Promotion System;
- iii) enhance the effective functioning through ethical and good governance of the UQP.

The UQP oversees and facilitates the implementation of different kinds of quality reviews that range from module and programme reviews to faculty and campus reviews, as well as reviews of service and support divisions.

### **Progress during 2015**

#### **Quality reviews in faculties**

The following progress (up to the end of December 2015) was made with reviews in faculties:

**Table 76: Progress with reference to targets for 2015**

Type of review	Target 2015	Completed 2015	Completed 2011-2015	% Completed 2011-2015*
Qualifications: undergraduate	35	17	74	15%
Qualifications: postgraduate	32	59	180	34%
Non-subsidised whole qualifications	2	1	13	30%
Faculty reviews	2	2	6	67%

*\* 2014 baseline used to calculate %*

#### **Quality reviews in the service and support domain**

Progress with regard to quality reviews in the service and support domain is as follows:

**Table 77: Progress with reference to targets for 2015**

Type of review	Target 2015	Completed 2015	Completed 2011-2015	% Completed 2011-2015*
Service and Support Divisions	4	1	12	57%
Campus reviews	1	0	0	0

*\* 2014 baseline used to calculate %*

## The UJ Quality Promotion System

As far as the UJ Quality Promotion System is concerned, the following were achieved:

- A report on the programme reviews conducted in 2014 was finalised and presented to the Senate Teaching and Learning Committee (STLC). Individual faculty reports and an institutional overview were developed. Key commendations and recommendations with regard to programmes were reported on. The main concerns include teaching and learning, and curriculum and programme management. The STLC requested a small task team (headed by Prof R Ryan) to discuss follow-up actions.
- Quality reviews conducted in 2015 included the review of research-based master's and doctoral programmes (in two faculties), which focused on the processes underpinning postgraduate study and student success in these programmes; and faculty reviews, which were more strategic in nature and also more forward looking than other reviews. A campus review that focuses on the effectiveness of the management of the campus is in progress. The need for these reviews was identified within UJ and processes for these unique reviews were conceptualised with the UJ context in mind.
- The UQP maintained its sustained and committed participation in UJ committees and structures, i.e. the STLC, Faculty Quality Discussion Forum, Division Quality Discussion Forum, UJ Quality Conferences, Programme Working Group, Quality Working Group, First Year Seminar Committee and the Community Engagement Advisory Board.
- A UJ Quality Conference was hosted on 10-12 June 2015. Keynote speakers were Prof D Grayson (CHE), Prof V Gynnild (Norway), Dr C Selepe (TUT), Dr A van Zyl (UJ) and Ms B Sattar (DUT). About 60 delegates from various South African public and private institutions attended this national conference. Feedback after the conference was very positive. The possibility of hosting this type of conference in future will be investigated.
- The UQP continued its monitoring of and support for the submission of improvement plans and progress reports to the STLC and other committees, according to the reporting lines.
- Benchmarking the UJ Quality system: the UQP contributed to external/national higher education structures, associations and forums, e.g. HEQC, SAAIR, international conferences, GARMIN Group, etc. In February 2015, three UQP delegates attended the Garmin Group – an inter-institutional quality discussion forum. The discussions focused on *Quality Assurance of Short Learning Programmes* and on *Report Writing and the Impact of Reports*. All attendees participated and shared challenges as well as best practices. UQP has since discussed Quality Manuals as a possible future tool for quality promotion in service and support divisions.
- Hester Geyser attended a CHE workshop in February. Feedback was given on the national Quality Enhancement Project. She also did a presentation on Faculty Reviews at a CHE workshop in October 2015.
- Quality Enhancement Programme (QEP): The UJ QEP Plan was approved in 2013. UJ submitted its report in 2014. Feedback from the CHE was received via the DVC: Academic. The QEP Task Team (QEPTT) developed a second submission, which was submitted in December 2015.

## RISKS AND CHALLENGES

UQP identified the following risks within the quality review processes:

- Lack of commitment to the quality review process by academics, often Heads of Departments.
- Superficial improvement plans and lack of commitment to real improvement.

These risks are being addressed by means of the Quality Discussion Forums, the involvement of members of the QPU as critical readers of reports with provision of feedback, training of review report writers, the establishment of the Quality Working Group, etc.

## CONCLUSION AND THE WAY FORWARD

The flexibility of the UJ Strategic Plan 2025, combined with the decision to review all programmes by 2025, poses the following ongoing challenges to the UQP: customising support for the different kinds of reviews (e.g. module reviews, combined programme and departmental reviews, non-subsidised programmes, etc.); and keeping track of the progress in faculties and in the service and support units.

The UQP will remain responsible for the custodianship of the quality review processes and continue to take these forward, in terms of good practice.

A handwritten signature in black ink, appearing to read 'Kinta Burger', is centered on the page. The signature is fluid and cursive.

**Kinta Burger (Prof)**

Registrar

# CENTRAL ADMINISTRATION

Central Administration reports to the Registrar and comprises the following units:

- Director's Office
- Graphic Design Studio
- Language Unit
- Postal Services Unit
- Study Material Unit
- University Secretariat

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. In this light, the different units within Central Administration strive for alignment with the following UJ strategic objectives:

- Fitness for Global Excellence and Stature;
- National and Global Reputation Management;
- Excellent Student Experience and Support.

The different sub-sections within the directorate have performed admirably and have provided excellent service with regard to committee administration, the collection and distribution of post, the supply of learning material to learners, support to employees in the design and preparation of graphic material, ensuring the efficient use of the Madibeng conference venues and the provision of language services for staff and students by the Language Unit.

## ***Director's Office***

The Director's Office ensures the efficient and effective use of the different Madibeng Conference venues, which has resulted in the optimum utilisation of these venues. The improved signposting has made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office also played a significant role during the 59 graduation ceremonies where 12 249 students received their qualifications.

## ***Graphic Design Studio***

The Graphic Design Studio is the in-house design studio of the University. The Studio's key function is to conceptualise ideas through the integration of text, typography and illustrations in the production of printed and marketing material. The Studio is supplied with "raw" information by the client, which is utilised and transformed to create and design a visually pleasing, printable end product that satisfies the client as well as communicating the intended message.

In 2015, the Graphics Studio completed 734 projects and designed 6 720 items, including brochures, magazines, cover pages, advertisements, conference posters and flyers. This represents a saving of R3 174 910 if the work were to be outsourced.



### ***Language Unit***

The Language Unit is committed to providing well-grounded and high-quality language policy implementation support to the entire University community. It continues to play a crucial role in supporting the University in its implementation of the quadrilingual UJ Language Policy and the general transformation of the University. This it achieves by internal and external collaboration, language development projects, language awareness and language services it offers to both staff and students. The Language Unit envisions the support it offers to the entire University regarding the implementation of the UJ Language Policy as a contribution towards the general cultural transformation of the University. Key to this intent is to use the four UJ official languages and their associative cultures as the cornerstone of creating a uniquely UJ community, distinct from, but co-existing with, the peer institutions, the entire South African community and the world. The inclusion of Sesotho sa Leboa and IsiZulu within the UJ Language Policy expresses the University's genuine commitment towards and respect for the indigenous African languages and their roles: first, by engendering this distinct multilingual UJ community; second, by creating nuanced South African academic, administrative, communicative and marketing practices within the University.

The employees within the Language Unit are involved in a number of collaborations, among others, with Prolingua, the South African Weather Services, the Centre for Legal Terminologies and Stats SA. They are also involved with school projects with Bopanang and the Orlando West Primary schools in Soweto.

In October 2015, the Language Unit was transferred to the Faculty of Humanities to ensure closer co-operation with the academics in the various Language Departments.

### ***Postal Services Unit***

The Postal Services Unit strives to ensure efficient, accurate distribution and dispatch of mail for the University on all campuses for both students and staff members. A total of R177 881.00 was spent on mail in 2015, while R3 361 was handled in the form of incoming registration fees. Courier services to the value of R1 795 233.00 were processed.

### ***Study Material Unit***

The Study Material Unit supports the academic projects of the University by ensuring that study materials (interactive CDs, textbooks and learning guides) were distributed to students directly on registration. Learning material is reproduced by means of a tender process that generates meaningful financial savings for the University.

The Study Material Unit underwent an external audit in 2015, after which measures were put in place to mitigate identified risks. New forms and processes were developed and have been implemented effectively to ensure cost-effective printing.

However, the institution has now decided to roll out tablets/notebooks to all undergraduate students within four years, in order to make learning materials available electronically. This will affect the role of the Study Material Unit and staff will be deployed within other sections of the portfolio, where possible.

### ***University Secretariat***

The University Secretariat is regarded as a trendsetter in the country regarding committee administration. Their rating by the different statutory committees that they service was 5 on a 5-point scale. The University Secretariat serviced 130 meetings of the following statutory committees in 2015:

- Council and Council Committees;
- Senate and identified Senate Committees;
- MEC and identified MEC Committees;
- Joint committees of the Council and Senate, and the Council and the MEC.

The Secretariat also offers support to employees responsible for committees by assisting with agenda compilation and minute writing sessions upon request.

The University Secretariat introduced the following during 2015:

- Reviewed the schedules of business of the following Council committees: Executive Committee of Council, Audit and Risk Committee of Council, Financial Sustainability Committee of Council, Human Resources and Social Ethics Committee of Council, and the Projects and Resourcing Committee of Council.
- Reviewed the charters of the Council and all of its committees.
- Introduced a quarterly Senate newsletter, which includes highlights of the discussion and decisions of the Senate and its committees.
- Implemented committee action lists, which were forwarded to members within three working days after the conclusion of meetings.
- Implemented new performance review instruments for the Senate and its committees and the MEC and its committees.
- Developed a template for the DVC's Quarterly Overview, which is used for the compilation of the quarterly overview reports that serve at the applicable Council committees.

Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate Committees and MEC and MEC Committees were provided to new members. The University Secretariat also provides agenda packs to the UJ Archives in electronic format (CD), as opposed to the hard copies that are bound in book format.

Within the University Secretariat quality control is an ongoing process with the draft minutes being reviewed for style and content, where required, prior to being submitted to the relevant Chairperson. The quality of submissions is also reviewed and submissions are referred back to the author should they be unclear or not in the prescribed format. By checking the quality and the accuracy of the content of submissions, the Committee Administrators make a valuable contribution towards improving the overall governance of the committees.

The University Secretariat is generally acknowledged as one of the leaders in South Africa, and a number of peer departments have engaged with us on processes and procedures. The annual University Secretariat Managers' meeting was successfully hosted by the UJ on 3 July 2015.

## **PLANS FOR 2016**

Central Administration will maintain its excellent service on all campuses. In particular, the University Secretariat will undertake further benchmarking with leading peer institutions, specifically in Universitas21, in order to identify areas of improvement. In consultation with relevant staff at UJ, means will be identified to improve the security of the electronic agenda packs, and a dedicated web page on the UJ website will be created.



**Kinta Burger (Prof)**

Registrar

# CORPORATE GOVERNANCE

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

### ***Core business***

The Corporate Governance Division functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), and the Institutional Statute of the University of Johannesburg, its vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its divisions. Our clients include internal as well as external clients. Corporate Governance also strives to improve our footprint at national and international level.

The functions of the Corporate Governance Division include the legislative and compliance framework within Records Management, Corporate Governance (compliance), Legal Services and Contract Management. The Corporate Governance Division and sub-units have a footprint on all four campuses and are technology driven, which includes internal as well as external systems.

The strategic objectives of the Division are aligned with the following strategic objectives of the University of Johannesburg:

- Fitness for Global Excellence and Stature;
- Excellence in Research and Innovation;
- National and Global Reputation Management.

The functions of the units within the Corporate Governance Division include:

### **Corporate Governance (Compliance)**

- Nominations and elections
- Access to information
- Commissioners of Oaths
- A-regulations
- Policy development
- Senate lists and membership of Senate Committees
- B-BBEE status preparation

### **Contract Management**

- Development of contracts and agreements as well as life-cycle management from development to archiving and destruction.

### **Legal Services**

- Contractual input and negotiations
- Litigation matters from opinions to legislation

### **Records Management paper and electronic**

- Legislative and compliance framework; life-cycle management of records from development to destruction or archiving.

### ***Risk management***

Key risks within the Division relate to institutional non-compliance – with the Law of Contract; with legal requirements and best practices relating to HE; and with regard to institutional records management.

## **MAJOR ACCOMPLISHMENTS DURING 2015**

### ***Business Continuity Management***

Business Continuity plans and battle boxes procedures were prepared and assessed in March 2015. The first disaster exercise was completed. The target of 100% was met.

### ***KPMG Compliance Maturity Audit***

Corporate Governance was tasked to review the maturity of the UJ Compliance Framework. The primary objective was to assist UJ in assessing and analysing the awareness and maturity of compliance with the following areas as identified by UJ management: Human Resources, Research and Development, Finance, Information Technology, Academic Administration including Corporate Governance, Safety, Health and Wellness and University Secretariat. This included interviews and legal interpretations on specific legislation; departments scoped their own compliance maturity. The KPMG audit report was received by MEC; the way forward on compliance at UJ must be established.

### ***POPI roll-out throughout the institution***

The MEC provided the Corporate Governance Division with a mandate for the full roll-out of the implementation of the Protection of Personal Information (POPI) Act 4 of 2013 within UJ. The Act imposes stringent obligations on UJ pertaining to the collection, storing, processing, sharing, archiving and destroying of personal information and data. This roll-out implied training of all UJ employees, system implementation and handling of all personal information in a secure manner. During 2015, gap analysis workshops were presented and gaps were identified. A final report on the implementation of POPI will be tabled to MEC in April 2016 and the envisaged way forward will be mapped.

### ***Implementation of the e-Ballot system for nominations and elections***

The e-Ballot system was implemented. The system makes provision for a personalised and branded e-Ballot voting website with the look and feel of our existing website. Voters can now access the nominations and ballots via laptops with a secure password and username to cast votes or nominate nominees. This leads to better governance of nominations and ballots in a secure and confidential environment. The Policy on Nominations and Elections was amended to include paper and electronic nominations and ballots.

### ***B-BBEE certification***

The compilation of all the data and the application for UJ's B-BBEE certificate were completed and the B-BBEE certificate was issued. As the codes for the 2016 B-BBEE certificate had changed, the necessary training was provided to the stakeholders.

### ***General legal advice to UJ stakeholders***

Actions instituted and motions launched against UJ were successfully defended and opposed through appointed and monitored attorneys. Colleagues were, where necessary, provided with strategic, written legal opinions and assistance. All progress was noted on the Ghost Practise System, which was implemented in 2015.

### ***Legal and compliance advice within contract management***

Within an environment of contract management and systems, clients were provided with assistance from development stage to signatures. Contracts were secured as vital records, with easy access to information to make informed decisions. The Contracts Manual was finalised and two training sessions were presented on how to draft contracts.

### ***Implementation of the recommendations of the Gap Analysis Report***

The Gap Analysis Report recommendations were implemented according to the first year plan: this incorporated digital signatures in solutions within workflow; and integrated digital forms and finalisation of the retention schedules of records and classification of document groups in terms of the Promotion of Access to Information Act 2 of 2000 and the Protection of Personal Information Act 4 of 2013.

### ***Environmental sustainability***

The Division focused on the roll-out of technology implementations to handle processes and record-keeping electronically as far as possible, and strongly discourages printing of documents. For example, the new e-Ballot system; web-based requests for information; the Electronic Documents and Records Management System (EDRMS).

### ***External collaboration and leadership***

Corporate Governance is becoming known for its leadership in records management and hosted benchmarking at UJ for seven other South African universities and some other institutions. In addition, the Legal Practitioners' Forum was hosted at UJ. The Director of Corporate Governance is Chairperson of the ImageNow User Group of South Africa and delivered a paper at the Perceptive Conference in Washington, USA.

## **FOCUS AREAS FOR 2016**

- Upgrade of the Electronic Document and Records Management System to ImageNow 7.
- Further implementation of the Gap Analysis Report in environments where Records Management has been implemented: Implementation of file plan and classification of documents and records; retention schedules in paper and electronic format. This includes the destruction of records per document type.
- Audit for, and establishment of new file plan for Records Management.
- Protection of Personal Information (POPI): Gap Analysis Report to MEC.
- Implementation of POPI throughout the institution in accordance with the POPI Gap Analysis Report.
- Contract drawer clean-up project.



**Kinta Burger (Prof)**

Registrar

# HEALTH AND WELLNESS

## OCCUPATIONAL HEALTH PRACTICE

### BACKGROUND

#### *Contextual framework*

The Health and Wellness Unit within the Registrar's Portfolio is home to the Occupational Health Practice (OHP). It functions alongside its health peers in the Unit, namely Primary Healthcare Service (PHC) and the Institutional Office for HIV and AIDS (IOHA). The OHP is represented on all campuses through the Campus Health Service sites where its model accommodates both the OHP and the Primary Healthcare Service.

The OHP was founded in 2004 – with one staff member. Innovative programmes were custom-built to align with legal and institutional demand. The Practice has matured into a comprehensive medical service consisting of a team of nine people. An Occupational Medicine Practitioner is the UJ Clinic's designated medical officer and he visits one day per week. The Radiation Protection Officer (RPO) forms part of this structure and therefore radiation audits and reports are assimilated into the OHP.

#### *Approach*

The risk-based approach of the OHP implies regular inclusive collaboration and consultation with the Occupational Safety Department, Risk Management, Operations, Primary Healthcare and Event Risk Management internally, and with external peers in healthcare, food safety, travel medicine and agencies such as the World Health Organization and the International Commission on Occupational Health.

#### *Clientele*

Employees are our principal clientele; however, contractors, students and visitors further may become clients to this Practice in case of injuries on site or exposure to occupational health risks. Legal instruction and programmes, such as occupational health risk assessment, resilience programme, injury management, incapacity assessment, travel health, food safety monitoring and medical surveillance, are therefore intended for the UJ employee.

### SUMMARY OF PERFORMANCE

#### *Sustained excellence*

Execution of legal mandates on behalf of the institution:

- *Medical surveillance* of at-risk employee groups was completed at a rate of 135% of the scorecard target. Medical assessments occur in accordance with the Medical Surveillance Plan and include Public Driver Permits, physical assessments, lung function tests, audiometry and blood tests.
- *Health risk assessments*: for the period, a total of 53 health risk assessments were carried out by the OHP prompted by existing or emerging risk. Approved inspection authorities conducted quantitative legal surveys and further risk assessments were shared between the OHP team and Occupational Hygienists. The completion rate was at 126% compared to the scorecard target.

- *Event medical risk management* was completed for 120 academic and cultural events – consistent growth from 44 in 2011. The UJ software development project by this Practice was implemented to facilitate event risk governance at UJ and is perceived to contribute to the enhanced uptake (and associated higher legal compliance rate).
- *Radiation dosimetry* results displayed no deviations beyond reference ranges – thus no occupational overexposure of radiation workers at UJ.
- The annual *Influenza Campaign* reached 496 employees across all campuses.
- The annual *Movember Campaign* aimed at promoting men's health (early detection of prostate cancer) benefitted 65 clients, who each had a complimentary blood test, evaluation and feedback or referral as indicated. The number is lower than the 128 clients in 2014 due to student unrest in October/November.
- *Travel health* contact is a strongly growing component at the APK, DFC and APB Practice Clinics. Visits doubled in 2013 over 2012 and increased again by 160% from 2014 to 2015. Travel medicine, vaccinations, travel medicine bags and receiving travel alerts regarding outbreaks of disease (e.g. the Ebola outbreak) have become entrenched destination risk management practice for a large number of official travellers at UJ. Travel risk updates are posted on the intranet and sent to all UJ travel coordinators. A gap exists at UJ to provide risk estimations to UJ travellers on safety and security risks associated with their destinations. It is proposed that the respective UJ departments create such risk assessment/alert systems.
- The state of *food safety at UJ* is audited against 90% compliance to hazard analysis and critical control point (HACCP) standards. UJ, after steady growth since 2011, achieved an annual average total food safety score of 94% in 2015, leading up to a formal Food Safety Certification process for the University.

### **Key/unique contributions towards GES in 2015**

- *National Food Safety Certification for UJ*  
Following four years of Food Hygiene assessments at UJ food tenants, and given the surpassing of international norms for Food Safety, namely 91% average for UJ in 2014, a level of maturity has been reached. This status prompts certification, which was embarked upon in 2015. The certification for HACCP compliance occurs in alignment with the International Standards Certification.
- *First aid room at Perskor Building*  
An area in the Perskor Building has been equipped to serve as a first aid room. This resulted from the emerging risk of the distance to the clinic in case of a medical emergency.
- *Medical triage plans for all campuses*  
Medical triage plans were created to guide medical response to emergencies on all campuses. The plans were sent to Protection Services.
- *Event risk management information system development*  
A UJ software development project by this Practice in collaboration with the Event Risk Manager and ICS was implemented in July 2015 to facilitate event risk governance and promote safe events at UJ.
- **Chronic disease programme**  
Given the global focus on non-communicable diseases, a Chronic Disease Programme was piloted at DFC in March 2015, to assess and offer rehabilitative services to the identified clientele of around 60 to 80 employees with chronic conditions.
- *TB project*  
Given the high prevalence and mortality of tuberculosis (TB) among healthcare workers in SA, its implications are grave for UJ healthcare professionals at clinics, Protection Services staff and employees and students conducting experiential work in clinics and hospitals. Prof André Swart has been made aware of this risk. At the Faculty Board meeting, the OHP informed incumbents about the prevalence, infection prevention and control and test fitting of respirators (masks) offered by the OHP.
- *Ebola virus disease and other emerging communicable diseases*  
Comprehensive monitoring was sustained into 2015. Travel destination risk was assessed and health education, awareness and travel alerts were issued to inform the UJ travelling population. KPMG published an article on Ebola management by UJ.



- *Department of Labour Technical Committee No 7*  
The Head of the OHP is leading a legislation re-write project on behalf of the SA Society for Occupational Health Nursing Practitioners (SASOHN) to advise on the consolidation of regulations on chemicals, lead and asbestos.
- *Occupational Health Practice: intranet page*  
An intranet landing page was designed by the HOD and the policy documents, strategic plans, travel alerts and health promotive information appear on the site.

### **Key short-, medium- and long-term initiatives in support of the role to enhance the excellence and stature of UJ**

#### **Short- and medium-term initiatives**

- *Ebola virus disease, Zika virus infection and other emerging communicable diseases*  
Comprehensive monitoring to continue into 2016, including health education, awareness and travel alerts issued to the UJ travelling population.
- *National Food Safety Certification for UJ*  
Following four years of food hygiene assessments at UJ food tenants, and given the surpassing of international norms for Food Safety, namely 94% average for UJ in 2015, a level of maturity has been reached. This status prompts certification, which was embarked upon in 2015. The certification for HACCP compliance occurs in alignment with the International Standards Certification.
- *Doctoral study* by the HOD of the OHP on a model for the use of Hazardous Chemical Substances at HEIs.
- *Publication* on master's study in the academic journal Occupational Health SA; articles prepared for Higher Education News; potential international presentation at the Medichem Congress in August 2016.
- *Further refinement of the UJ Qualitative Occupational Health Risk Profile.*

#### **Long-term initiatives**

- Strong bilateral collaboration with equivalent peers;
- Trendsetting in OHP governance at an HEI.

### **Areas requiring attention**

#### **Poor indoor air quality**

Poor indoor air quality at FE, FEFS, Robert Sobukwe Halls and ICS at SWC has been a long-standing health risk, causing thermal discomfort, allergic conditions, low mental focus and ultimately poor work performance – a clinical syndrome known as Building-related Illness. Despite several risk assessments and recommendations from this Practice, no improvement has been made. The Optometry Department and technical workshops at DFC have further experienced similar conditions for a long period.

#### **Equivalence in immediate emergency medical response to all campuses**

Equivalence in immediate emergency medical response to all campuses does not exist optimally at UJ. Not all Protection Services staff members are trained as first aiders or emergency medical responders. This hazard may result in poor response time or inadequate response in terms of life-saving interventions. Given the fact that Protection Services staff members are mostly the first responders to a scene, it is critical that they should be competent medical responders as well. The initial assessment/treatment of a medical emergency is decisive, could save lives and protect institutional reputation.

The current procedure is that once an initial assessment is made by the first responder, the professional service provider is called in. This may take up to 30 minutes, during which time the patient could be either brought to the clinic (office hours), or kept on site (after hours) where further critical decisions and clinical monitoring are required.

## RECOMMENDATIONS

- Indoor air quality failures at SWC and DFC should be addressed at high level with stakeholders. A very recent survey, conducted by the OHP in November 2015, should provide the nature and scope of indoor air quality risks. (The report is awaited).
- Two layers of immediate emergency medical response required:  
The absolute job requirement for inbound Protection Services applicants should include that they have an accredited and current first aid Level 3 qualification. This proposal was discussed with the Executive Director: Human Resources. Currently, serving Protection Services employees should all be trained and made aware of their role. Occupational Safety commenced with the project by training 22 Protection Services employees at APK, APB and DFC.

The ultimate proposal is to have qualified, currently registered paramedics on site at all control rooms 24 hours a day – one Intermediate Life Support paramedic with a response vehicle per campus. Such a proposal is being prepared.

## CONCLUSION

The professional, committed effort by the small OHP team has yielded a rewarding return. Exceeding its targets across all indicators, it presented UJ with an annual performance result that absorbed occupational health risk potential by anticipation, recognition and control.



**Kinta Burger (Prof)**

Registrar

## PRIMARY HEALTHCARE SERVICE

The function of the Primary Healthcare (PHC) Service is guided by the Charter for PHC and operates under the Core Standards for Primary Healthcare as directed by the National Department of Health (NDoH).

A PHC service is available at all four campuses and comprises Primary Healthcare Nurse Practitioners, administrative assistants and HIV/AIDS counsellors. At least two nurses are available at each clinic.

The services offered are mainly: primary healthcare, HIV counselling and testing, family planning/reproductive health, health promotion, travel health and event medical risk assessment for sporting events at UJ. The Yellow Fever licence is valid and operational as it is a requirement for the establishment of a travel clinic.

The manager is a member of several committees, chairs the PHC Committee and is a member of the Executive Committee of the HIV/AIDS Committee.

## STRATEGIC OBJECTIVES

UJ's Strategic Objective Four, the provision of "*An Enriching Student-friendly Learning and Living Experience*" is the guiding principle for the Primary Healthcare Service. This is realised by providing excellent healthcare service to patients. Among other important objectives and the areas of focus for the year ahead are health promotion, establishing an Internet web page, collaborating with student leadership and societies, concluding the new clinic at DFC and developing a Service Level Agreement with the Department of Health.

## **RISK MANAGEMENT**

The Unit's inherent risk is the accidental exposure to infectious agents, such as HIV or Hepatitis by patients, staff and students through needle-stick injuries. This has been mitigated by the policy that outlines the procedure to follow should such an injury occur. Blood tests that need to be taken and anti-retroviral medicines are provided for in the clinic. This risk affects mainly students who are in the Health Sciences and the clinic staff due to the nature of their work. The management of such is in place and has been up-scaled by involving an HIV Specialist, Dr K Mahomed based at Garden City Clinic. This was done in collaboration with the Faculty of Health Sciences.

### ***Performance of the clinics***

Performance of the clinics in the focus areas has been successful despite a few challenges. The annual utilisation of services was **27 474 consultations**. Of those, **23 981** were with students, **2 335** with UJ staff and **1 075** with contract workers based at UJ. This shows that 9% of UJ employees and 4% of contractors were given medical attention by PHCNPs and/or the Medical Practitioner at the clinic. There has been a notable decline in the number of consultations, in comparison to 2014 and the years prior. This is attributed mainly to the campaign for cervical cancer screening that took place in 2015. It takes longer than a standard consultation to perform the procedure. The Pap smear screening had a total of 535 clients tested, with 8 being referred for further tests as they showed abnormal results.

### **Reproductive health**

This was the most widely used facility on all campuses, with APK (with its high number of students) having a nurse who focuses only on family planning. Of the clients using the service, 77% were for pregnancy prevention, with 2% testing positive for pregnancy and 1% accessing the morning after pill. Referral for termination of pregnancy (TOP) was done via PsyCaD for counselling, with a total of 110 referrals in 2015. The challenge remains the 13% who were diagnosed with sexually transmitted infections. Treatment was available and measures to prevent recurrence were in place, with patients encouraged to bring in their partners so as to treat the disease and avoid re-infection by the untreated partner. The trend in figures has remained relatively the same in comparison to 2014.

### **HIV counselling and testing**

The clinic tested 3 781 clients with 56 of them testing positive. This figure included the one mass testing campaign that was done during the World TB Day Awareness in March, in collaboration with the City of Johannesburg Health Department and Right To Care HIV Research Unit. The prevalence was at 1,5% and this was below the 3,4% in higher education in South Africa. A decline of almost 2% in HCT was identified at the clinic. This may be attributable to the mass testing campaigns facilitated by IOHA and supported by the clinic. Collaboration with IOHA has been instrumental in mobilising for mass testing as an option to test.

### **Travel health**

A total of 78 clients, who were UJ students, consulted with the clinic and none reported back with an illness from their trips. Information on serious diseases was posted on the uLink to alert travellers of the risks and the affected areas.

### **Health promotion and campaigns**

The year commenced with February as Reproductive Health Month, which included the STI/Condom Week. It was held in collaboration with IOHA, with UJFM announcing the activities and providing the entertainment. March was TB Awareness Month; April focused on Flu Vaccine Awareness with 470 students vaccinated free of charge. August focused on gender-based violence awareness in collaboration with internal stakeholders, i.e. the Library, Student Affairs, IOHA and PsyCaD; and with the external Kwanele Enuf organisation, which focuses on sexual violence issues. The last campaign for the year was Breast Cancer Awareness in October where the clinic staff and residence students joined the iThemba Walkathon held annually near the University.

### **First Year Experience (FYE) participation**

Participation in FYE took place in collaboration with IOHA, and most faculties invited the Clinic to make presentations. The format was a video presentation to which students appeared to relate well. A YouTube video has been prepared to be used in the 2016 orientation period.

### **Client satisfaction**

An average of 90% was achieved, surpassing the target of 85%, which can largely be attributed to availability of resources and staff to provide the service.

### **External collaboration**

Higher Education Sector's HIV and AIDS Programme (HEAIDS) has facilitated discussion with the Department of Health (DOH) in order to get commitment to support student health at universities. This is the platform for the development of a formal agreement or service level agreement with universities. The manager was elected chairperson for the newly formed Community of Practice for Campus Health under the auspices of HEAIDS. UJ hosted the first quarterly meeting of the South African Association for Campus Health Services (SAACHS) and the manager was invited as guest speaker at the annual conference to be held in January 2016.

### **LOOKING AHEAD**

In conclusion, the major areas of focus in the Unit for 2016 are to be: the construction and occupation of the DFC Clinic, the Service Level Agreement to be reached with the DOH and the continuation of operational functions to provide excellent PHC service to students.



**Kinta Burger (Prof)**

Registrar

## **INSTITUTIONAL OFFICE FOR HIV AND AIDS**

### **BACKGROUND**

The Institutional Office for HIV and AIDS (IOHA) coordinates the HIV/AIDS programme at UJ. It facilitates the implementation of prevention interventions and strategies aimed at reducing new HIV infections and providing holistic service for People Living with HIV (PLHIV) within the UJ community.

The core operational function includes HIV prevention and promotion of sexual health by addressing social drivers to the spread of HIV and AIDS, including risky student behavior, peer education, community engagement, mass HIV counselling and testing, promotion of human rights issues for marginalised groups such as LGBTI and PLHIV, and care and support for people living with HIV.

To further support a coordinated institutional HIV/AIDS response, UJ has appointed a Higher Institutional Central Council (HICC), known as the HIV/AIDS Committee, which fulfils a coordination role in accordance with HESA HEAIDS Strategy 2012 and functions within the legal and management framework of the University of Johannesburg. The University's HIV/AIDS Committee meets quarterly and formulates and monitors the University's HIV and AIDS strategy. IOHA serves as a member on the HIV/AIDS Committee.

### **KEY ACHIEVEMENTS DURING 2015**

- Mass testing campaigns were successfully done in March, May and August. In line with the strategy to create a testing culture among UJ community, a partnership was established with a Muslim NGO: MAP (Muslim Association Program), which is funded by the Department of Health (DOH), to do a pilot two-day weekly

testing at APK since May and at SWC since July. A total of 8 093 students and staff were tested compared to 7 442 in 2014.

- The condom distribution process at campuses, residences and Campus Health, has been streamlined. A total of 798 000 male condoms were distributed, which exceeded the 2014 target and distribution by 371 150 (87%). Female condoms were distributed for the first time in 2015. A total of 12 500 were distributed.
- The Peer Education Programme (LINK programme) was expanded to include an appreciation certificate on completion. In 2015, around 120 students joined the programme, with 86 remaining active in the programme by year end. Peer educators initiated several residence engagements, provided an active citizenship workshop to second-year FEFS students, conducted sustainable community engagement with I-Care in Brixton and Carl Sithole Children's Home in Soweto, and participated in the 'Do it Right' campaign on all four campuses.
- Collaboration with faculties, residences and other support divisions (Student Affairs, Library, Campus Health and residences) improved much in 2015, which resulted in enhanced awareness and prevention programmes regarding risky student behaviour.
- IOHA participated in regular events and awareness campaigns during the year: First Year Experience; Sexual Health Awareness Month in February; World TB Day in March; May Care Month; UJ Man Up Programme in July; the IOHA High Tea in August; a book discussion in partnership with UJ Library; and World AIDS Day in September.
- The UJFM partnership has been strengthened (IOHA has a weekly permanent slot at UJFM).
- The partnership with UJ strategic marketing strengthened, with assistance given to enable the publication of IOHA's magazine, *Reflections*.
- All IOHA events were advertised on social media. The IOHA website is currently being reworked; the new IOHA Facebook (co-managed by Student Brands) has been rated as innovative, fresh and witty and a great read for the UJ student market.
- An HIV Care and Support Group was strengthened through the use of social media in a closed group, maintained by the group members.
- The FADA-IOHA partnership was extended externally to include a TVET and other partners, namely Sex Workers Education and Advocacy Taskforce (SWEAT), Wits Reproductive Health Institute (WRHI), and I-CARE.
- The target of 85% client satisfaction was exceeded by the 2015 score of 92%.
- The Peer Review Report Improvement Plan was implemented, including the records management process, which is on track; and the IOHA office branding revamp at APK and APB (completed) and DFC (90% complete).
- The Charter of the HIV/AIDS Committee was revised, to allow for a more streamlined composition and a more effective and efficient Committee.

### **External engagements**

- IOHA participated at the first Southern African Regional Students and Youth Conference on Sexual and Reproductive Health, as one of the exhibitors. A proposal was put forward to host the next conference in 2017 as part of African footprint strategy.
- IOHA also participated in the awarded fellowship in stigma reduction through the Human Sciences Research Council (HSRC) in collaboration with the University of California Los Angeles (UCLA).
- IOHA was invited to form part of the panel discussion at ASSAf (Academy of Science of South Africa) on Diversity in Human Sexuality: Implications for Policy in Africa.
- Partnering with HEAIDS and UNAIDS to host an international campaign called Pro-Test, that encourages youth to get tested for HIV and other chronic diseases to take control of their lives.

### **FOCUS AREAS FOR 2016**

- Continued prevention, care and support:
  - Equip and empower UJ students and communities with quality and updated HIV related information through LINK Programme and LINK Network;

- Facilitate training and workshops at faculty level and at residences to build capacity, engage and upskill students and service staff on social drivers and issues related to HIV and AIDS;
- Provide biomedical and psycho-social interventions and strategies aimed at preventing HIV, STI and TB transmissions by:
  - providing mass HIV Counselling and Testing (HCT), condom distribution;
  - facilitating individual and group consultations for PLHIV;
- Focus on better coordination between IOHA, PHC and PsyCaD, to further strengthen care and support;
- Improve curriculum integration and set as priority for 2016.

A handwritten signature in black ink, appearing to read 'Kinta Burger', is centered on the page. The signature is fluid and cursive.

**Kinta Burger (Prof)**

Registrar

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# INFORMATION COMMUNICATION SYSTEMS (ICS)

## OVERVIEW AND OPERATING CONTEXT

The Information Communication Systems (ICS) Division is the central Information Technology Services Division of the University of Johannesburg tasked with planning, implementation and support of core IT systems within the University. ICS is driven by a vision to be an IT services provider of choice for all of UJ's communities and a credible partner in the delivery of the University's strategic goals.

Embedded in ICS's vision is a mission to make sound IT investment decisions that are aligned to the University's strategic direction, provide leadership in the effective and efficient use of IT within UJ, ensure a reliable and secure IT service across all UJ's campuses, while maintaining a motivated and highly skilled workforce that is able to address UJ's current and future IT needs.

The ICS Division is made up of the following units:

- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- IT Operations and Infrastructure Support
- Networks and Telephony Services
- IT Service Delivery
- Information Security
- IT Portfolio Management.

### ***Technology Architecture and Planning***

Technology Architecture and Planning is involved in the design and maintenance of UJ's ICT blueprint together with the planning and implementation of the long-term IT roadmap. This function also involves consulting with UJ's communities and key stakeholders to discuss and recommend fit-for-purpose IT solutions, piloting new technology innovations and project managing the deployment of initiatives that arise out of such engagements.

### ***Solutions Delivery***

Solutions Delivery involves the development and integration of new IT software applications that are custom made for UJ's needs, while also enhancing and maintaining current IT applications. There has been an extensive effort to equip this function with the latest skills and technologies for it to be able to develop mobile applications to provide current and prospective students with new ways of engaging and interacting with UJ using the latest mobile devices, such as iPads, Android and Blackberry.

### ***Enterprise Systems Management***

Enterprise Systems Management is tasked with the deployment and maintenance of systems that support UJ's core mission of teaching and learning. These systems include Oracle eBusiness Suite enterprise resource planning system,



the ITS Student Information System, the Business Intelligence System together with the timetabling system. Second level support is also provided to the HEDA Information Management System, which provides management information and executive decision support. These systems provide key operational functionality to all of UJ's departments.

### ***IT Operations and Infrastructure***

The IT Operations and Infrastructure Unit supports and maintains UJ's vast Microsoft Windows server infrastructure, which hosts among other applications the Exchange and SharePoint collaboration platforms. Other critical functions provided by this Unit include the securing, backing up and restoring of IT systems as prescribed in ICS's standard operating procedures and information security policies.

This Unit is also leading the strategy to migrate selected applications into the cloud technology platform, which will provide operational cost savings, while guaranteeing the same type of service as experienced by users currently.

### ***Network and Telephony Services***

The Network and Telephony Services Unit designs, develops and maintains UJ's IT and telephony network infrastructure, which spans across four campuses, providing seamless connectivity to all stakeholders inside and outside of the University. This Unit is also charged with the provisioning and support of Wi-Fi connectivity to all Libraries, lecture venues, student residences, student centres as well as the Wi-Fi hotspot areas located throughout the University.

The Network and Telephony Unit also manages the Telephone Management System which routes in access of 1.2 million calls per month.

### ***IT Service Delivery***

IT Service Delivery Unit is made up of four service sections, namely the HelpDesk, Desktop Support, Computer Laboratories as well as the Audio Visual Unit.

- The HelpDesk provides the centralised interface and a single point of contact for all University users regarding ICT services and support.
- The Desktop Support Section is tasked with supporting and maintaining user laptop and desktop systems. To ensure effective support for IT users, desktop support is managed by two Campus Support managers who are responsible for the Auckland Park and Bunting Road Campuses (APK/APB) as well as the Doornfontein and Soweto (DFC/SWC) Campuses.
- The Computer Laboratory Section maintains the +4 500 computers located in the student computing labs across the four campuses and supports students with all IT requirements relating to access and the use of these computer laboratories.
- The Audio Visual Unit installs and maintains all in-class teaching aids, such as overhead projectors, motorised screens, audio amplifiers and microphones. This Unit also supports lecturing staff in the use of this equipment.
- The Student Printing Section, which provides and maintains printing facilities to students and staff, is an outsourced service attached to the Service Delivery Unit.

In view of the widespread roll-out of Wi-Fi and the need for students to acquire own devices, IT Service Delivery department started an initiative to support students with setting up of devices to ensure that they are able to connect effortlessly to the network. A central window has been open at the Auckland Park Campus, with the other campuses serviced directly by the ICS staff located in those campuses.

### ***Information Security***

Information Security Unit defines IT policies and procedures in order to secure UJ's information assets as well as mitigate risks associated with the use of ICT. The team also encourages responsible computing by conducting awareness campaigns regarding IT related risks, conducting assurance on the adoption of defined ICT policies as well as responding to and ensuring that IT audit findings are resolved. The Information Security Unit is also

responsible for managing the Change Advisory Board (CAB), an important governance forum that ensures that all changes made to the IT environment are planned properly and implemented with minimum risk. This Unit also coordinates and facilitates all ICT disaster recovery activities as well as scheduling simulations of system failures in order to test the effectiveness of disaster recovery processes. This ensures that UJ is always prepared for systems related disasters.

### ***IT Portfolio Management***

The IT Portfolio Management Unit is responsible for all ICS administrative tasks. Working closely with and as an extension of the Executive Director ICS's office, the Unit manages software licences, provides accounting and secretarial services and also maintains the ICS asset register among other support responsibilities.

Functions of this Unit have been distributed to other units, as its resources have unfortunately been lent to assist in other critical functions of the University.

### ***Information and Communication Technology (ICT) Strategy***

ICT is a key enabler of UJ's strategy and is intricately intertwined with all of its operational activities. In order to address UJ's strategic needs from a technology point of view, ICS adopted a 5-Pillar ICT Strategy to ensure that ICT is managed in a manner that derives strategic value to the UJ and advances the core mission of the University.

The five Pillars of UJ's ICT Strategy, together with the key deliverables are:

#### **Fast, reliable and secure technology infrastructure**

The primary purpose of this deliverable is to provide the UJ community with an IT service that is fast, secure, always available and failsafe, allowing them to focus on their core business with the guarantee that IT will be an enabler rather than a hindrance to their operations.

#### **Ubiquitous connectivity**

Connectivity is paramount to the University's strategy; it fosters collaboration among all the University's stakeholders both internally and externally. This deliverable ensures provision of a widespread network infrastructure that supports all devices used by the UJ community, covering all locations such as the libraries, lecture venues, student centres, student residences and open area hotspots.

With the emphasis on students bringing own devices (BYOD), it has become imperative that the network that UJ provides is robust and always available.

#### **Virtual student and stakeholder engagement**

Considering that UJ has a registered community of 50 000 students and that further growth will be limited due to space and other limitations, online learning has been identified as one of the key growth areas for UJ going forward. An expansive and robust ICT infrastructure is a key requirement in engaging students and stakeholders who do not necessarily reside within the same geographical location.

UJ realises that today's student requires constant connectivity and therefore would like to take advantage of this by extending the engagement between student and lecturer, and student and student, beyond the classroom through the use of online learning, social media and other means of technology assisted learning. This can only be facilitated through a strategically designed and positioned ICT infrastructure.

#### **Online institutional knowledge repository**

UJ generates an immense amount of knowledge through its research and other operational activities. The purpose of this deliverable is to ensure that a platform exists to capture the University's knowledge into a sharable and secure repository that promotes the University's ratings and good standing, as well as creating a data warehouse that can be mined to support executive decisions.

#### **IT service excellence**

The effectiveness of IT service is measured through the user experience. To this end, ICS acknowledges that all the key elements of the ICT Strategy, and attempts to implement these, cannot be achieved without the

existence of a culture of service excellence and delivery. Hence the need to redouble efforts towards an excellent, measurable user experience.

Skilled and motivated workforce, appropriate governance and measurable results are the foundation of a healthy ICT department; none of the identified strategic imperatives can be achieved without these being in place. While this past year posed a challenge to retaining talent, ICS worked hard to ensure that key resources were trained and mentored to deliver the best results for the University.

## **KEY MILESTONE ACHIEVEMENTS**

At the end of each year, ICS management converges to reflect on the activities of the past year, to celebrate achievements, draw lessons learnt and to put together an agenda for the following year based on operational requirements and the strategic needs of the University. This session is also used to do an environmental scan, to align with peer institutions and to draw on the priorities of leading institutions as well as to factor in predictions from published analytics.

The ICS 2015 programme of action as defined by the management team sets targets, which are aligned to UJ's strategic goals, for each unit; these carry specific deliverables that are monitored throughout the year and reported on regularly to the Deputy Vice-Chancellor Strategic Services. A management review and reflection exercise is then held at the end of the year to assess performance against targets.

Following are key achievements attained in 2015 per ICS unit as documented from the reflection exercise held by ICS senior management.

### ***Technology Architecture and Planning***

#### **Implementing an Enterprise IT Project Management (EPM) solution**

UJ follows a federated IT model: while there is a centralised IT department, there also exist smaller IT operations that operate outside the central IT model, e.g. CAT, Library, Engineering, ImageNow, etc. In order to ensure proper governance and accountability and to track intended goals and anticipated benefits, it is essential therefore for UJ stakeholders to have a view of all key strategic ICT initiatives regardless of where these might reside.

In order to be able to provide for this important requirement, ICS initiated a project to implement a centralised ICT project management solution (EPM) which is based on the Microsoft EPM platform. It was decided to host this solution in the cloud to speed up implementation and to keep costs at a minimum. The solution provides for the capturing of all strategic ICT initiatives throughout the institution and the provision of a consolidated tracking and reporting mechanism to ensure management visibility and quick action on risks that threaten project success.

The solution has been successfully implemented and is currently being populated firstly with ICS initiatives and later with all ICT initiatives from other departments. A supporting ICT Project Management Framework is under development to ensure that each strategic ICT project is accompanied by a comprehensive business case, that a thorough and aligned budgeting process is followed and that all ICT projects are subjected to proper scrutiny, which provides UJ senior management and Council with management and status information through the Projects and Resource Committee of Council (PRCC). This solution will be refined to provide self-service to key stakeholders allowing them to individually query the database to track project status and to produce reports and dashboards.

#### **E-Nact Google classroom based e-learning solution**

UJ has identified the use of technology in teaching and learning as one of the key focus areas going forward. To advance this concept, ICS partnered with academic staff from the Faculty of Economic and Financial Sciences (FEFS) to develop the Enabling New Age Classroom Technology (e-Nact) eLearning solution based on the Google Classroom platform. The e-Nact solution, a brainchild of two lecturers at FEFS, Mr Zafeer Nagdeer and Mr Hoosein Coovadia, has received rave reviews from the higher education sector and has been referenced

in many eLearning conferences as a no-frills solution that harnesses freely available technologies to create a comprehensive blended learning environment. The two lecturers are currently enhancing the solution with additional functionalities.

### **Event streaming**

Since ICS started streaming events using the Adobe Connect platform, there has been a growing interest within UJ for more events to be streamed live including the streaming of graduation ceremonies. The Adobe Connect functionality and licencing, however, was not ideal for these requirements, forcing ICS to investigate other solutions that would be simple to use while allowing for more readily available access channels such as YouTube. A solution has since been implemented, which has seen a dramatic increase in the number of streamed events. These events are also stored on YouTube for viewing at leisure and downloading by those who require a personal copy.

### **Solutions Delivery**

#### **Management of Assessment Marks Systems (MAMS)**

The MAMS system was custom built by ICS to assist faculties in the management of assessment marks and in assisting with the identification of at-risk students. The solution continues to be integrated into other IT applications, such as the student learning management system (ITS) as well as receiving constant enhancements in line with faculty requirements.

#### **Events management solution**

UJ has been plagued by rogue events that are organised without following protocol. These events compromise UJ's reputation, as any incident that might arise would then not be managed and could develop into a catastrophe.

The Solution Delivery team collaborated with the Events Department and developed a solution to record, track and manage all events, with all the necessary approval documentation attached, routing these through a sophisticated approval workflow. This solution has streamlined the events management process and mitigated UJ's reputational risk.

#### **Mobile applications development**

While UJ has the mobi site, which is a mobile friendly website, mobile applications (Apps), however, allow for students and staff to have a rich professional interface that allows for information exchange and an interaction that is customised for the targeted mobile platform, be it iOS or Android. While the mobile platform is a key platform, ICS to date does not possess the capability to develop or maintain such applications internally. A concerted effort has been made to develop this capability, which has seen a professional consulting development company brought in to assist in the establishment, setup and testing of ICS's Java/Android App development platform. Internal resources have also been identified and are currently being trained in the required skills of App development. It is planned that these efforts will culminate in UJ being able to develop its first mobile App in 2016.

### **Enterprise Systems**

#### **ITS upgrade to Integrator version 3**

The upgrade of the ITS student information management system to

Integrator v3 was carried out successfully with no incidents or impact to the UJ community, thanks to careful planning by the Enterprise Systems team in collaboration with the Central Academic Administration Division. The system is functioning well and providing the required functionality. This is unfortunately an ongoing battle as another major technology upgrade is on the cards for this system.

#### **Network and Telephony**

Efficient in-class Wi-Fi connectivity

Following the successful rollout of Wi-Fi to teaching venues, ICS set itself the task of ensuring a smooth in-class connectivity experience. This task has been an uphill one as the number of students involved increased dramatically in response to calls for lectures to become more blended. Network connectivity issues started mounting, fuelled mainly by:

- lecturers who are new to the blended learning concept;
- the demand for more bandwidth as classes started downloading rich content simultaneously;
- challenges of student devices that are not configured properly to connect seamlessly into the network;
- rogue devices being connected to a network causing network clashes and dropped connections; these had to be traced and disabled once located, not an easy task;
- finally, a myriad of student owned devices that have own peculiarities with regard to Wi-Fi connectivity.

A project code-named (4x4x4) which ran for 4 weeks focusing on the networking experiences of students in 4 big lecture venues spread over 4 campuses, was undertaken in collaboration with various lecturers to investigate and understand network connectivity issues experienced by staff and students. The project provided insights into the network issues and has resulted in corrective actions being undertaken and further investments identified, which will be carried out throughout 2016.

### **Network security improvements**

As institutions continue to computerise and as they rapidly adopt eLearning as another way of delivering content, cyber security has been identified as a key concern for many institutions as it poses a risk to information security and threatens to disrupt the academic programme.

One of the areas of weakness in any ICT network is unprotected Wi-Fi and network ports that are open for any person to plug into and cause havoc. The Network Department has taken steps to harden connection to Wi-Fi and have started an initiative to actively disable all unused network ports and to align each network port to a specific user so that it cannot be used for malicious purposes.

### **Network redesign**

The network blueprint was completed in 2014 and the implementation of the new design continues at a pace that is in line with allocated budget.

This work is prioritised and key areas are attended to as the budget becomes available. Initial estimates were for a three-year roll-out, but this had to be revised in line with the financial constraints brought about by the #FeesMustFall movement.

## ***IT Operations and Infrastructure***

### **Systems availability**

The availability of UJ's collaborative systems, such as the email and SharePoint, continues to meet and exceed the 98% SLA target, with ICS staff finding innovative ways of upgrading and maintaining systems with hardly any disruption to the user community. This record continued to be maintained in 2015 and more users were assisted to host their departmental content within the secure and function-rich SharePoint environment.

### **Migration to the cloud**

The cloud environment continues to advance and mature, promising better benefits each year. Following a successful migration of the student email system to the cloud, which has been running for a number of years now, the Infrastructure Unit is preparing for further uptake and migration of the staff email system into the cloud. This will be done after the necessary proof of concept and policy framework have been finalised.

In order to counter fears of insecurity and potential compromising of critical cloud data storage solutions, such as Dropbox and OneDrive, ICS is piloting a private cloud option that will provide the same cloud data storage and sharing benefits but from an internally hosted environment.

The issue of manual password resets is one of great concern to ICS, as it continues to waste resources with resetting of passwords even though there are many options provided, starting with warnings on password

expiries as well as options for users to do own resets rather than continually asking for assistance from the ICS Helpdesk. Awareness continues to be provided in this regard – it is hoped that this inconvenience will finally dawn, or the service will need to be removed to force the use of provided options.

### ***IT Service Delivery***

#### **Bring Your Own Device (BYOD) computer labs**

ICS completed its first BYOD computer centre which is located at the Con Cowan Building at the Bunting Road Campus. This centre has a fresh vibrant look and provides a model on which the rest of the BYOD rollout will be based.

The Management Executive Committee (MEC) deliberated on the BYOD centre concept and has given a go-ahead for more computer laboratories to be converted into BYOD centres. 2016 will see a lot more BYOD centres established as more computer laboratories are converted; this will be driven, however, in line with the programme to stabilise Wi-Fi, to ensure that there is no disruption of service during the conversion of computer labs.

#### **Audio visual installations at lecture venues**

The automation of lecturing venues and equipping them with state-of-the-art audio visual equipment continues at a fast rate. A total of 150 new venues were fully kitted in 2015, with 42 venues at the Doornfontein Campus, while 52 and 56 were completed at Bunting Road and Auckland Park, respectively. Further funding has been allocated for automation in 2016, and this project will continue until all venues are fully equipped.

Quality of service was identified as a key issue within the Audio Visual Unit with the following being the main contributors:

- high number of lecture venues per support staff member, which makes it difficult for concurrent lectures to be serviced simultaneously, which adds to lecturer frustration;
- late arrival of support staff;
- AV technicians coming to the venue unprepared;
- lack of supervisory leadership;
- lecturers insisting on unnecessary assistance in fully functional venues;
- accusations of uncollegial attitudes demonstrated by lecturers towards AV support staff, which have been reported as bordering on racism, therefore creating a charged environment that is not conducive to service excellence.

There is a concerted effort to ensure that the above issues are addressed; plans have been put in place and the necessary budget allocated to achieve such. ICS continually engages with faculties to understand priority areas so as to make the interventions more relevant.

### ***Information Security***

#### **Establishment of an off-site disaster recovery facility**

Following the identification of a commercial off-site disaster recovery (DR) facility, a contract was concluded with a service partner and the DR facility is now finally in place. The disaster recovery systems that were hosted locally within the UJ data centre premises have now been migrated to the off-site DR environment, fully addressing the audit finding and providing further security to UJ's core systems.

Regular testing exercises will now be scheduled as part of the UJ wide business continuity exercise, to ensure effective systems recovery in times of disaster.

#### **Information Security Policy development**

ICS has developed a comprehensive Information Security Policy, which was workshopped and developed with the participation of UJ's full IT community and with facilitation and guidance from Deloitte. The Policy has been finalised and is currently being taken through all of UJ's governance structures after which it will be adopted

for implementation. The Policy seeks to secure UJ's information assets by providing a set of guidelines and responsibilities that will apply to all of UJ's ICT users.

Cybercrime continues to be the scourge of the information age, and the need for a policy that regulates behaviour is critical; hence it is imperative that the adoption of the Information Security Policy is fast-tracked.

### ***Financial Management***

ICS continues to maintain strict fiscal discipline in ensuring that budget is not exceeded, while at the same time using all allocated budget to keep operations running and to execute on all identified initiatives.

To ensure that allocated budget is utilised accordingly, ICS management conducts a mid-year review wherein the status of every initiative is assessed: all initiatives that have not been started are either fast-tracked or stripped of budget depending on circumstances; initiatives that require additional funding are provided for; while new critical requirements that need to be addressed are put under consideration. This rigour ensures that every budget allocation is stretched to the benefit of UJ.

Budget continues to be a challenge as demand continues to outstrip budget allocation, coupled with unrealistic user expectations for ICS to carry the funding for all ICT requirements on its budget.

## **CONCLUSION**

ICT has become more than just a support function; it has become deeply embedded within all of UJ's key operations, in that a disruption in the provisioning of ICT services creates a negative effect that ripples throughout the system. It is therefore imperative that ICS should plan, budget for and operate a well-functioning system at all times.

UJ has identified eLearning and learning with technology as the next big thing in driving the UJ strategy. There is therefore a need for a strong partnership to exist between ICS and the academic community in order to ensure a successful delivery ecosystem. While there has been a marked improvement in the number of issues escalated, client-facing services continue to be a key source of tension and frustration, more so in the AVU area. There is a need to invest more time, resources and energy to further improve ICS client service in this area. Plans are starting to bear fruit in this regard, and fully equipped venues will assist in minimising human intervention. New technologies, such as smart classroom technologies, need to be piloted and constantly presented to the academic community to foster new ways of working. However, the environment needs to be properly prepared to ensure that the introduction of new technologies does not bring new frustrations.

Due to the strict management of bandwidth, ICS was able to increase the free primetime bandwidth quota for students from the original 5 Gigs of data to 15 Gigs without the system falling over. ICS will be doubling the amount of international bandwidth in 2016 from 470 Mbps in anticipation of increased Internet traffic. However, this does not take away the need to continue with the strict management of traffic to ensure that abuse is curbed.

## **TARGETS AND WAY FORWARD**

The uptake of new devices by students and the envisaged roll-out of ebooks through the Gradnet programme implies a significant increase in the consumption of Internet bandwidth. Going forward, there will be a need to further upgrade the networking infrastructure to cater for the envisaged traffic increase.

Analytics will play a big role, as departments are being required to make sense of available data and tracking of student performance to improve throughput becomes critical. It is essential to finalise the roll-out of the Business Intelligence Solution that is currently underway to ensure that the above needs are met.

### ***The 2016 ICS programme of action***

The ICS 2016 programme will focus on the following key deliverables:

#### **Roll-out of Business Intelligence System**

This is a key project to provide UJ with a centralised data warehouse and a reporting and dashboarding facility to aid management decision making. The project is scheduled for completion in September 2016.



### **Stabilising and expanding Wi-Fi at the teaching venues**

This is an ongoing programme which will expand Wi-Fi to new areas to improve coverage, while resolving connectivity issues experienced in class and stabilising the Wi-Fi service in the face of increasing usage.

### **Protection of data on mobile devices**

Encryption of data on mobile devices and the ability to wipe out data on lost or stolen devices are key to protecting data in light of increased cybersecurity as well as the recently published POPI Act.

The adoption of the Information Security policy is key to achieving this target.

### **Expansion of the Bring Your Own Device (BYOD) centres**

With the opening of the first BYOD centre at the Bunting Campus at the beginning of 2016, we envisage a buzz of interest for more such centres on all campuses. Conversion of at least one normal computer laboratory into a BYOD will be achieved on each of the four campuses during 2016.

### **Implementation of a new desktop strategy**

The #FeesMustFall campaign has put enormous pressure on finances of all institutions. It has become necessary for UJ to come up with a new strategy to direct the procurement, ownership and disposal of mobile and desktop devices for staff. There is also a need to look at cheaper methods of end-user computing including the use of thin-client computing where applicable.

### **Centralised HelpDesk**

With the expansion of support services and concern from users about the need to make requests to a myriad of internal call centres to get assistance, it was agreed that ICS should champion a project to consolidate all HelpDesk functions of the Strategic Services portfolio into a single centralised HelpDesk in order to streamline the servicing of user needs. This centralised HelpDesk is scheduled to go live in April 2016.

### **Actioning ICS Self-Evaluation Report recommendations**

ICS underwent a self-evaluation service review, which was facilitated by both internal and external ICT industry experts. Both staff and ICT users were given an opportunity to indicate concerns they have with the ICS service and to compliment where things were working well; the panel of experts was able to make recommendations on areas of improvements and best practices to be considered for the betterment of the ICT service at UJ. An improvement programme will be compiled to address the identified areas

### **Scanning and aligning with international higher education ICT trends**

While developing solutions that are specific to the UJ environment, ICS also has to keep an eye on developments and issues on the international front. UJ is a member of Educause, a not-for-profit association of higher education institutions. Educause produces an annual survey that lists the top ten topical issues for the following year as gleaned from interviews with CIOs of various high-end international institutions.

Educause has identified the following as the Top Ten issues that ICT managers in higher education will be seized with in 2016:

1. Information security
2. Optimising educational technology
3. Student success technologies
4. T workforce
5. Institutional data management
6. IT funding models
7. Business intelligence and analytics
8. Enterprise application integration
9. IT organisational development
10. eLearning and online education

ICS will continue to monitor these trends and will align its strategy accordingly for the benefit of UJ stakeholders

A stylized, handwritten signature in black ink, featuring a large, looping initial 'S' followed by a series of connected strokes.

**Andile Swartbooi (Mr)**

Executive Director: Information and Communication Systems

A handwritten signature in black ink, appearing to read 'M. Letlape' with a stylized, cursive script.

**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services

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# INSTITUTIONAL PLANNING, EVALUATION AND MONITORING

## OVERVIEW

The Division for Institutional Planning, Evaluation and Monitoring (DIPeM) provides the data, research and support for the strategic, institutional and academic planning processes of the University, and helps to monitor progress towards achieving the targets linked to the six objectives of the University's Strategic Plan 2025.

The Division prepares the data for submission to international ranking agencies and analyses the outcomes at global, regional and national levels. It conducts annual graduate employability and student satisfaction surveys, develops the annual internal enrolment plan, and produces the medium-term enrolment plan for submission to the Department of Higher Education and Training (DHET), a plan which forms the basis for UJ's subsidy allocations. It also provides quality oversight of the development of new programmes before submission for external approval and accreditation and engages with faculties in relation to other aspects of academic planning.

The Division is responsible for managing the Higher Education Data Analyser (HEDA) system, ensuring the smooth running, refinement and upgrades of the system, which provides access for many stakeholders across the University to the student and staff data in the Higher Education Management Information System (HEMIS) and operational data on ITS.

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The Division operates within the general legislative requirements and policy directives of the Department of Higher Education and Training (DHET), and complies with the regulations of the Council on Higher Education (CHE) and the South African Qualifications Authority (SAQA) in relation to the offering of academic programmes. In the course of its operations, it liaises directly with these bodies. Internally, the Division operates within the general policies of the University and is responsible for academic programme policy, including the policy governing the provision of online (distance) programmes.

Headed by a Senior Director who reports to the DVC: Academic, the Division consists of three units: for academic planning, for data governance and management, and for institutional research and planning. Reports, analyses and datasets are provided to Council, the MEC, Senate, individual DVCs and other committees. The Division also oversees the operations of the Programme Working Group (PWG). Currently, the Division has nine members of staff including one administrative assistant. Regular staff meetings are held and a decision register is kept.

### ***Risk assessment and management***

- *Inconsistent data*
  - The danger of inconsistent data remains a problem as the many different users of HEDA do not necessarily extract data using the correct parameters, filters and definitions.
  - Mitigation of this risk is through training workshops and direct advice to users, but ultimately, it will be dependent on establishing a proper data governance framework. The process of establishing a Business Intelligence System for UJ may assist in this regard.

- *Disaster recovery system for HEDA*
  - The absence of a disaster recovery system for HEDA has been a major risk.
  - Mitigation has been through the purchase of a second server. The upgrade to POWERHEDA in early 2016 will mean that the DR site will be fully functional by mid-2016.
- *Programme code changing*
  - The changing of programme codes, which happens whenever minor amendments are made to programmes, creates a major risk for longitudinal reporting and for enrolment monitoring as registrations are often recorded against the incorrect code.
  - Partial mitigation has been achieved through establishing programme clusters that include all the codes related to a particular programme, but data warehouse capacity is needed in the long term.
- *Human resources*
  - Retirement and resignation of staff are major risks because of the difficulty of finding replacements with the unusual combination of skills and experience required.
  - Mitigation of this risk is through careful head-hunting and sustained in-house training.

## KEY ACHIEVEMENTS

The Division succeeded in responding to all requests for data and reports, among which were a number of analyses that provided new insights and perspectives.

### ***Sustainability: enrolment planning and funding***

Subsidies from the state are key components of the University's income and any changes to the basis of this funding in relation to student enrolments have serious implications for the University's future sustainability. The Report of the Ministerial Committee for the Review of the Funding of Universities, released at the end of 2013, proposed a number of changes and it is important for the University to understand what the consequences might be if they were implemented. Analysis, undertaken of the teaching input units (TIUs) for each faculty, showed the TIUs generated for each CESM category and every level over a three-year period. The purpose was to compare levels of funding generated within the existing funding dispensation with what they would be if the proposed new funding weights were applied. What this revealed was that the present enrolment plan is moving the University in the right direction towards a smaller differential between current funding levels and the proposed new funding. At the moment, there is no certainty as to whether this will be subject to further adjustment or when it might come into force.

The other insight that emerged from this analysis is that FTE to headcount ratios at faculty level can be very misleading. This is because FTEs are calculated on the basis of module (not programme) registrations. Students who register for service modules as part of their programme generate FTEs for the provider faculty, not their own. Concern has been expressed, for example, about the very low FTE to headcount ratio in FEBE, but this is in part a consequence of the structure of the curriculum of the BEng degree. FEBE students register for modules in the Science Faculty for much of the first two years of their degree study, and generate FTEs for the Science Faculty. The outcome is the FTE to headcount ratios for Science are inflated, whereas FEBE ratios are much lower than they should be.

### ***Sustainability: strengthening the academic core***

A project reported on last year focused on converting part of temporary budget expenditure into funds for the creation of new permanent academic posts. The project was completed and resulted in well over thirty new posts being created across faculties at various levels. These positions have been advertised and filling them is underway.

### ***Access to excellence and success: monitoring the performance of students***

The University has made significant investment in a variety of strategies to support students upon entry into the University and throughout their studies. The success of these strategies is borne out by the dramatic increase in module completion rates (success rates) for undergraduate (UG) students from 74,9% in 2009 to 85,3% in 2015.

A particular transformation objective for the University has been to narrow the gap between the success rates of UG students from different population groups, which stood at 10,3% in 2009 and in 2015 was reduced to 4,5%. Students from all population groups are performing at higher levels than in 2009, but most important to observe is that levels of performance are beginning to equalise. In terms of gender, female students outperformed their male counterparts by 4% in 2009 and increased their lead to 5.1% in 2015.

UJ has committed to giving poor students access to the best possible educational opportunities and its success in this endeavour is borne out by analyses that show that undergraduate students with NSFAS awards are generally performing at a higher level than all other UG students.

### ***Support for decision making through enriched data resources***

A number of proposals were developed to enhance the HEDA system to support enrolment management, KPI reporting and Teaching and Learning strategies. Fifteen new HEDA reports were deployed in 2015, including a Graduate Output/Dropout Prediction Report, a Rate of Registration Report and an NSC Applicants with an APS of 35 and Higher Report. Cohort tracking was also expanded to dashboard reporting, which makes the information easily accessible to stakeholders using the correct parameters. HEDA training sessions and workshops, focusing on cohort reporting, were conducted in both semesters and a “Glossary for Cohort Reporting” was compiled to strengthen faculty understanding of cohort reporting, especially in relation to dropout concerns.

### ***An enriching student environment: monitoring student satisfaction***

Student satisfaction with the UJ learning and living environment has been consistently high (80%-85%) over the past three years as measured by surveys that tap into general student experience. Student experience questionnaires are designed to target three groups of students, (undergraduates, honours students and other postgraduates) and they probe students’ experiences in relation to many aspects of their learning environment and the quality and efficiency of services and support.

A key finding from the UG Survey is that the proportion of students dependent on their parents for paying their fees had gone up from 35% in 2014 to 40% in 2015. Possibly linked to this is the finding that 40% of respondents were employed as a consequence of the need to supplement contributions from parents. Only 55% of respondents claimed to have enough to eat every day. On the other hand, 88% expressed a strong sense of belonging at UJ and felt safe on campus. Students asked for greater access to general information, and more quiet study spaces in residences and in the library.

In the postgraduate survey, students identified the overall reputation of the University as a significant drawcard and while most felt that they received adequate support and structure from supervisors, they also identified areas for improvement. A pilot survey conducted among honours students identified this as a very unique group, and the responses will be used to refine a questionnaire for use in 2016.

### ***High-quality programmes: monitoring the employability of UJ graduates***

From responses to UJ’s graduate employability surveys, it would appear that UJ programmes are highly attuned to labour market requirements and prepare students well for absorption into the world of work. Over the past three years, well over 90% of graduates have been employed within twelve months of graduation, with over 70% employed within the first three months. Rates of absorption vary across faculties as might be expected, given that the purpose of general formative programmes (such as many in the Humanities and in Science) is to give students a sound grounding in their disciplines, and these programmes are not specifically designed for work preparation. Nonetheless, even in these two faculties, employment within twelve months hovers around 90% for graduates. Having some work experience before graduating was identified by respondents as a key factor in finding employment after graduation.

### ***Global ranking systems: tracking UJ's position***

Global ranking systems continue to play a powerful role in determining perceptions of a university's reputation and the Division is active in submitting data to some ranking systems and tracking outcomes on all systems in which UJ is ranked. UJ's position in *URAP* (a ranking system that does not require an institutional submission of data) has improved from 750 in 2014 to 704 in 2015 and its 2016 position is 676.

### **QS World University Rankings and QS BRICS rankings**

The *QS World University Rankings (WUR)* 2015-2016 was published in September 2015 for the twelfth consecutive year. This was UJ's third year of participation and it achieved a higher overall score than in previous years but remained in the 601-650 group and held seventh position nationally. A methodological change implemented by QS was designed to reduce the disproportionate weighting given to publications in the Life Sciences and Medicine and this contributed to a significantly improved score for citations per faculty for UJ.

The *QS BRICS* ranking is a regional ranking system started by QS in 2013. It ranks the top universities in Brazil, Russia, India, China and South Africa drawing on two global surveys of academics and employers, combined with data on faculty/student ratio, research journal publications and citations, proportion of academic staff with a PhD, and percentages of international faculty and students. Compared to *QS WUR*, the *BRICS* ranking system uses an additional criterion and applies different weightings to criteria. In 2015, most of the top seven ranked SA universities dropped three to four positions (including UJ – from 63rd to 67th place) with only one improving its ranking (Wits) and one maintaining its 2014 position (Stellenbosch). This could be seen as a consequence of a greatly increased QS survey database, high levels of competition and an increased pool of BRICS universities. The University of Johannesburg improved its overall score, and moved from 6th to 5th position in SA, overtaking the University of KwaZulu-Natal.

### **QS Subject Rankings**

In the *QS Subject Rankings*, universities world-wide are assessed in terms of their strength in particular subject areas. One of the changes made in 2015 was to increase the number of subjects considered by QS from thirty to thirty-six. In 2014, UJ was scored in fifteen subjects, while in 2015 this number jumped to twenty-nine.

- One of the newly scored subjects is Development Studies, which was ranked in the top one hundred offered in this area in the world.
- Two other newly scored subjects, Architecture/Built Environment and Art and Design were scored in the top two hundred globally.
- A further sixteen subjects at UJ were judged to be in the top 300 globally.

### **Trial submission for Times Higher Education (THE) World University Ranking (WUR)**

The THE WUR is a heavily research-weighted global ranking system through which the top 800 universities in the world are ranked according to its criteria. Ranking is based on a combination of bibliometric information, global surveys and an extensive data set submitted by institutions. The University submitted data on a trial basis to THE in 2015, and received a provisional outcome indicating that it would succeed in being among THE ranked universities.

### ***Maintaining an appropriate academic profile***

#### **Enrolment planning and monitoring**

2015 was the second year of the current five-year enrolment planning cycle with the Department of Higher Education and Training (DHET). The UJ 2014-2019 Enrolment Plan submitted to DHET establishes broad parameters and proposed targets through to 2019 in relation to headcount enrolments by qualification type, CESM category, mode of delivery, race and gender, among other dimensions.

The University performed remarkably well in relation to the DHET plan, as shown in Tables 78 and 79. Growth in the scarce skills areas of SET and EDU was higher than anticipated in the DHET targets.

**Table 78: Enrolment by field of study**

	UJ Position 2015		DHET Plan 2015
	Actual headcount	Actual proportion	
<b>BUS</b>	19 291	39,2%	39,5%
<b>EDU</b>	3 678	7,5%	6,7%
<b>OTH</b>	10 057	20,4%	23,1%
<b>SET</b>	16 204	32,9%	30,7%

An increase of 35% in master's and doctoral enrolments on the DHET targets stabilised the postgraduate envelope by compensating for the decrease in the PG below master's category that came about partly through re-categorisation of the PGCE qualification, and partly because of under-enrolment in some honours programmes.

**Table 79: Total headcount enrolments**

	UJ 2015	DHET plan 2015	Variation
First-time entering UG	10 448	10 159	3%
<b>Total undergraduate</b>	<b>41 872</b>	<b>41 806</b>	<b>0%</b>
Postgraduate to master's level	3 810	4 181	-9%
Master's	2 691	2 367	14%
Doctorate	857	709	21%
<b>Total postgraduate</b>	<b>7 358</b>	<b>7 257</b>	<b>1%</b>
<b>TOTAL ENROLMENT</b>	<b>49 230</b>	<b>49 063</b>	<b>0%</b>

### Programme and curriculum development

In this area, a consuming task over the past few years has been the alignment of all UJ academic programmes with the Higher Education Qualification Sub-Framework (HEQSF). This lengthy process has finally come to an end. The 46 subsidised UJ programmes that needed some curriculum revision to achieve alignment (known as Category B programmes) were all accredited by the CHE, and a further 32 unsubsidised whole programmes were also accredited. All the subsidised programmes will now be moved to UJ's new PQM.

Timelines for the phasing out of programmes that cannot be aligned have been a matter of concern because no fixed date had been given. After a proposal from the CHE to make 2017 the final year for new enrolments in these programmes, the University made a representation to the CHE outlining the difficulties this would pose in terms of progression routes for some students and proposed an alternative date of 2019. In consultation with other institutions, this date has now been proposed by the CHE in its advice to the Minister. This will allow sufficient time for applications for new programmes to be made where these are not already in place.

Responsibility for external submissions to the DHET and the HEQC was transferred to the Academic Planning Unit in DIPEM in 2015. The rationale is that locating the full cycle of programme development, approval and submission in one place will make for greater coherence. Reporting for these activities will be to the Office of the Registrar. A programme system has been developed to track the approval process of individual programmes. The system will be adjusted to make provision for the slightly different process required by DHET for programmes in the field of Education (MRTEC).

On advice from DHET, and where possible, UJ's doctoral qualifications have been consolidated on the new HEQSF-aligned PQM, which means that in future there will be very few full applications for the offering of new doctoral qualifications. Instead, these will appear as 'amendments' to existing approved and accredited



qualifications and will take the form of requesting DHET to approve the addition of a new CESM category to the existing list of categories in which the University has permission to operate, thus greatly reducing the normal time taken for new programme approval.

For the first time, UJ submitted applications in 2015 to offer some programmes in distance mode (online). The aim of these offerings is to advance the University's agenda of widening access through affordable high quality education. These programmes are especially focused on adult working individuals and will obviate time and space constraints. The decision was to start with a select group of postgraduate programmes, and currently six online programmes are at different stages of approval.

## GOING FORWARD

### *Further development of UJ's online campus*

As the University moves more substantially into the field of online provision, it will become important to ensure that all necessary systems are adapted appropriately to accommodate new needs. The following issues have been identified as critical for attention going forward.

**Table 80: Critical issues**

Policy Area	Key Issues
<b>Academic</b>	Calendar, Programme integrity, Transferability, Transcripts, Student/module evaluation, Admission standards, Curriculum/programme approval, Accreditation, Recruiting/Marketing
<b>Governance, Fiscal and Administrative Arrangements</b>	Tuition fees, Technology fee, FTEs, Administration cost, HEMIS reporting, Tuition disbursement, Space, Examination centre costs, Staffing
<b>Faculty</b>	Compensation and workload, Development incentives, Faculty training, Class monitoring, Faculty support, Faculty evaluation
<b>Legal</b>	Intellectual property, Faculty, Student and institutional liability, Partnership agreements and SLAs
<b>Student Support Services</b>	Advisement, Counselling, Library access, Materials design and delivery, Student training, Test proctoring, Videotaping, Computer accounts, Registration, Financial aid, Labs, Specialised equipment
<b>Technical</b>	Systems reliability, Connectivity/access, Hardware/software, Setup concerns, Infrastructure, Technical support (staffing), Scheduling, Costs
<b>Cultural</b>	Adoption of innovations, Acceptance of online, Understanding of distance education (what works at a distance), Organisational values and alignment of Strategic and Operational plans

### *Tracking the programme approval process*

Tracking of programmes submitted for approval and accreditation is currently managed on an Excel spreadsheet. The Division will explore the possibility of adopting an integrated programme management system that is compatible with ImageNow. A demonstration of the KUALI programme management system is under way.

### *Responding to student concerns*

Reports on the outcomes of the under- and postgraduate student experience surveys have always been communicated to faculties and service/support divisions, but it is not always clear that actions have been taken to respond to concerns raised by students. In order to close this particular loop, deans and executive directors will be asked to report on specific actions taken and these responses will be conveyed to students via the UJ website.

## Upgrading to POWERHEDA

HEDA provides a secure and reliable web-based system for delivering information to users via web reports,

dashboards and datasets. HEDA does not replace existing data systems, but draws on the existing data sources to convert data into information – or business intelligence – that can support informed decision making with improved data quality. In 2016, with the upgrade to POWERHEDA, all reports per business domain will be reviewed and a “Report Catalogue” will be compiled, which records the ownership of reports, their purpose and the relevant reporting committee/forum. This will not only ensure some governance structure for the reporting content within HEDA, but will also serve to identify those reports which are no longer in use.

Another outcome of the upgrade in 2016 will be to rebuild or deploy the following dashboards:

- 1) Enrolment Planning
- 2) Undergraduate Statistics
- 3) Postgraduate Statistics
- 4) Institutional Barometer/APP
- 5) Deans KPI (student data)
- 6) Public Dashboard

In addition, this new version of HEDA comes with seven pre-built dashboards that are immediately available. The dashboards are rich in information and allow for drilldown, zooming in and out and for rapid filtering of data. Information is presented in a visually interesting and accessible fashion and it is anticipated that the upgrade will allow for new levels of sophistication in presenting data that will be a significant boon to users.



**Trish Gibbon (Ms)**

Senior Director: Academic Planning, Evaluation and Monitoring)



**Angina Parekh (Prof)**

Deputy Vice-Chancellor: Academic

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# OPERATIONS

## OVERVIEW

The Operations Division is a non-academic support division that offers services to faculties, support departments, students and staff. It is tasked with maintaining all academic and support facilities in order for them to be readily available, accessible, functional and safe. Activities include the maintenance and cleaning of buildings, infrastructure, installations, sports fields, gardens and the development and upgrading of infrastructure in accordance with the clients' needs, with the objective of supporting teaching, learning, research, student life and the development of Fitness for Global Excellence and Stature through the fulfilment of the following six strategic objectives of the University

- Excellence in Research and Innovation
- Excellence in Teaching and Learning
- International Profile for Global Excellence and Stature
- Enriching Student-friendly Learning and Living Experience
- National and Global Reputation Management
- Fitness for Global Excellence and Stature

The Division's scope of work also includes management of University-owned property, ensuring a healthy and safe working environment for staff, students and stakeholders by complying with the Occupational Health and Safety (OHS) Act, its regulations and relevant standards; ensuring the environmental sustainability of the institution; and fulfilling the transportation needs of staff and students.

Within the Operations Division, the Protection Services portfolio is committed to its vision of creating and maintaining a safe and secure environment within and in the immediate vicinity of the university premises, in order to enable unhindered teaching and learning, research and community engagement by all staff, students and visitors.

The Operations Division consists of the following portfolios:

- Central Technical Services (CTS)
- Protection Services
- Occupational Safety
- Logistics and Auxiliary Services
- Utilities

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

### ***Governance structure***

The Operations Division is governed by the UJ Statute, UJ Council and its sub-committees, such as the Planning and Resource Committee of Council; the Risk Management Committee of Council; the People with Disabilities Committee of Council; and the University Management Executive Committee (MEC) through the Advisor to the Deputy Vice-Chancellor: Special Projects (Operations and Campuses).

Governance of its operational functions is furthermore regulated by UJ Finance Policy and Procedures; UJ Procurement Policies and Procedures; the Operations Annual Performance Plan; and UJ's Master Plan.

External structures that require compliance and application of procedures and regulation of different disciplines within Operations also play an important role in ensuring that the University keeps abreast of national standard requirements. Some of the relevant legislative frameworks are: the Higher Education Act, 1997 (101 of 1997); the National Heritage and Resources Act, 1999 (Act 25 of 1999); and the Occupational Health and Safety Act (OHSA).

### ***Risk management***

An Operations Risk Register was consistently managed by bringing forward and updating identified or new risks at monthly Operations Management Team and Risk Management meetings throughout the year.

Each portfolio within Operations based its 2015 budget on mitigating and reducing risks that were identified during internal and external audit reports, at meetings of the Risk Management Committee of Council, and by various committee structures and forums.

### **Operations Risk Register and mitigation interventions/initiatives**

The following key risk mitigation efforts were recorded in the UJ and Operations Risk Registers:

- Escalation of Backlog Maintenance – Assessments of buildings were done in 2013/2014 and concrete repairs, which were identified as immediate high risk, were prioritised for attention. An example is the APK D Lab pedestrian bridge, which was completed in 2015. A funding application was also submitted to DHET for the less critical repair work for the 2016 cycle.
- Compliance with the Occupational Health and Safety Act and regulations regarding service, upgrade and provision of fume cupboards, extraction and ventilation systems and the provision of hazardous chemical storage facilities, resulted in the installation and upgrading of equipment and facilities during 2015: 20 new fume cupboards were installed, while existing units were also refurbished. The installation of gas monitoring systems, and the design, installation and upgrade of equipment and facilities were completed. A hazardous chemicals storage facility at C Lab on APK is in progress for completion in 2016, with the proposed hazardous chemicals storage facility for DFC being in the planning phase.
- \*• to manage the full scope of services required of Central Technical Services, with mitigation being the appointment of three new staff in project management positions with three-year contracts. The shortage of staff is still significant and outsourcing of staff for projects and administrative activities will need to be reviewed and addressed.
- The Deloitte Audit Report identified a number of shortcomings in the maintenance processes as well as the Archibus system – Mitigation efforts resulted in the completion of 80% of the preventive maintenance information in Archibus, with the remainder ongoing in 2016 as new buildings are uploaded.
- Corporate Governance identified a risk with the signing of Lift Contract Maintenance Agreements. The new PURCO Lift Contracts were sent for approval to Corporate Governance for tender in June 2015. A total of 95% of the contracts were signed for work to continue in 2016 to finalise sign-off of outstanding contracts.
- Compliance with the Occupational Health and Safety Act and regulations required ongoing implementation of the Safety Management Plan. The 2015 compliance level was at approximately 84,57% with work continuing in 2016 to mitigate risks and improve compliance levels.
- Due to planned space layout changes to the John Orr Building, Libraries, and C Lab on APK, the fire reticulation systems needed to be upgraded to align and be compliant with the new and updated fire regulations: the

upgrading and re-installation of the John Orr Building were practically complete in 2015, with the project to be finalised in early 2016; fire reticulation in the APB, SWC and DFC Libraries and in C Lab on APK is scheduled for completion during 2016.

- Installation of evacuation alarms and fire alarms at all identified high-risk areas (in progress): during 2015 all eight evacuation alarms as per budget allocation were installed, while 11 fire alarms were installed, including sub-stations at YMCA, Mosate Heights (Kruinsig), and Magnolia (Amperdaar). Additional fire alarms are to be installed at YWCA and Habitat during 2016.
- The Occupational Safety Department will update all documentation regarding emergency procedures in 2016, to align this with the New Residence Naming Initiative, whereby approximately 35 residences and student day houses were renamed.
- Ongoing development of disaster management training and awareness (in progress): Fire drills have been practised since 2009 and continued in 2015, with 59 evacuation drills conducted in 2015. Awareness and induction documents regarding emergency procedures (including earthquake procedures) were sent to all new employees. Guidelines on the practical implementation of disaster management were forwarded to the Acting Director Protection Services for his input and action.

## **STRATEGIC FOCUS AND TARGETS**

The focus and the target of key strategic objectives and initiatives require re-alignment in the University environment to optimise opportunities for growth and long-term sustainability. In this context, a strategic framework for the development of the campuses through key initiatives has now been developed, setting the tone for future developments at the UJ.

The Operations Division is strategically positioned to support the University in achieving its strategic objectives. It will achieve this vision by means of the dedicated implementation of the following strategic thrusts:

### ***Excellence in Teaching and Learning***

The projects associated with the upgrade and expansion of teaching and learning facilities included a major upgrade of laboratories and classroom expansion projects at DFC, APK and SWC. Projects completed in 2015 created 5 125 additional teaching venue seats and increased capacity by 19%, equating to 2 9870 square meters of building space.

### ***International Profile for Global Excellence and Stature***

A project plan to upgrade residential and office spaces to accommodate postdoctoral research fellows from all over the world was developed and implemented in 2015. The upgrading of 33 flats at Mayine Residence (Broadcast Court) for academic accommodation for visiting Postdoctoral Research Fellows (PDRFs) was completed in 2015.

The 85% target rating for health and safety compliance was achieved with an overall compliance rate of 84,57%. The UJ Safety Programme was audited in 2015 by an external specialist (AFSAFF) for compliance.

### ***Enriching the Student-friendly Learning and Living Experience***

A R50 million upgrade to the libraries at APK, APB and DFC was 70% complete at end of 2015. A new 290-student bed residence was built in 2015. The design for Phase 1 of the Way Finding details was completed in 2015.

Fire reticulation at all libraries is being upgraded. The planning and the approval of large events on all campuses were in line with the UJ Policy and all safety plans were in place for all events.

### ***National and Global Reputation Management***

The Division identified key stakeholders for the purposes of communication and engagement, as well as areas where stakeholder support would be required or is of critical importance. The objective is to provide a consistent platform that will make it possible to engage and profile the University.

UJ Operations is engaged in the following existing projects with external stakeholders: Egoli Gas Development, the SWC Wetland, the Melville to Braamfontein Urban Design Cycling Project, the Ellis Park Precinct Rejuvenation Project (as a member of the Spatial and Transportation and Urban Management Task Team), the Mayoral Decking Project (as a member of the task team) and the Corridors of Freedom (Empire/Perth Corridor).

## **NOTABLE ACHIEVEMENTS DURING 2015**

### ***Project performance monitoring***

#### **2015 completed projects**

Strategic project completed ahead of schedule during 2015:

- Structural integrity E Les staircase and bridge

Strategic projects completed on time during 2015:

- Funda UJabule lecture venues
- Energy efficient light installation Phase1
- D3 Lab electrical upgrade
- Fume extraction systems at FADA Jewellery and Fine Arts Studio
- Academic Accommodation Initiative – 33 units at BC Court
- FEBE computer labs – Perskor Building
- John Orr second floor heaters
- Kodak high bay lights
- NDT electrical installation
- Perskor Building water egress
- Synagogue floor sanding
- Samsung computer labs Perskor

A number of projects were completed punctually during 2015 and achieved a total budget savings of R9 452 402.00. The following projects experienced overspend during 2015 due to various reasons:

- APB Biokinetics pool
- New SWC Residence

## **PROTECTION SERVICES**

The security environment requires constant vigilance and an ongoing effort to mitigate risks and reduce crime. Key initiatives were implemented in 2015 across a spectrum of security related areas. These include social media campaigns on key topics, regular security sweeps, stricter access control, increased visibility of security and a focus on security enhancement projects. Improvements in performance will also be encouraged through continued enhancements of the Safety and Security Strategy. These include a shift in 2016 towards a strategically integrated Protection Services that is intelligence driven, while, in parallel, increasing the investment in a state-of-the-art Security Monitoring and Control Room.

## **SUSTAINABILITY**

UJ has committed itself to improve on its sustainable practices in all of its activities at the University. The development of the 2025 Strategic Plan, anchored in the single strategic goal “Global Excellence and Stature” (GES), has placed a requirement on the institution to improve on its sustainability footprint.

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

The concept of sustainability also includes the ability to provide an uninterrupted service to students when electricity is not available. All UJ libraries were assisted with the provision of backup generators to provide emergency power by the end of 2015.

### UJ's carbon footprint

UJ's carbon footprint analysis was based on its 2015 energy consumption. The total carbon footprint for 2015, based on the energy consumption from various sources, was approximately 54 832 tons of CO<sub>2</sub> compared to 52 012 tons reported during 2014.

In considering this figure, the following should be noted:

- UJ has increased its built area footprint by 7% as from 2013.
- The 2015 carbon footprint figure includes only the four UJ campus properties.
- The Auckland Park Campus continues to contribute significantly to the overall carbon footprint with 31 303 tons of CO<sub>2</sub> compared to the overall University footprint of 54 832 tons.
- The carbon footprint of 2015 of 54 832 tons as measured against the 2011 figure of 59 480 tons indicates a reduction of 7,8% on the four main campuses. The annual comparison as from 2011 is as follows:
  - 2011 – 59 480 ton
  - 2012 – 56 652 ton
  - 2013 – 55 872 ton
  - 2014 – 52 012 ton
  - 2015 – 54 832 ton

### Electricity

Electricity was the main contributor to the University's energy carbon footprint. In 2015, electricity reflected a 94% contribution with the balance being made up of natural gas, petrol, diesel and Catbot fuel (used to fire boilers for water heating). UJ draws its energy from the national coal-fired electricity grid through the City Power distribution system. The threat of power outages due to a lack of generation capacity and the high annual increases in electricity tariffs have been the key drivers of energy efficiency and measures to reduce demand.

**Table 81: Electricity cost per campus**

Campus	Cost	Percentage
APK	R42 427 488	49%
APB	R18 004 014	21%
DFC	R18 417 932	21%
SWC	R7 754 538	9%
<b>TOTAL</b>	<b>R86 603 972</b>	<b>100%</b>

The electricity consumption of the four campuses has increased by 4,8%, which is the biggest contributing factor to the resultant increase in the carbon footprint measured for 2014 to 2015.

### Natural gas

Sasol natural gas is supplied through the Egoli Gas infrastructure to various points of use within the campus environments. Natural gas is used mainly in student centres for the purposes of food preparation as well as in residences for the generation of hot water. Gas consumption has remained stable during 2015 and in line with consumption over previous years. Gas supplied to UJ in 2015 was recorded as 33 676 Gigajoules and an initial target of 31 000 Gigajoules is set for 2016.

**Table 82: UJ annual gas consumption**

Campus	%
APK	61%
APB	26%
DFC	13%
SWC	0%



### **Petrol and diesel**

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet as well as for diesel generators across its main campuses. There are currently 56 generators installed at various points within UJ infrastructure.

### **Catbot fuel**

Catbot fuel is used for the purposes of generating hot water for the central air conditioning plant at the APK Campus. The Catbot fuel is used to run two hot water generators. The hot water is distributed and circulated through the air conditioning system of the APK Campus.

### **Energy management**

The University's electrical energy consumption on the four campuses has increased by 4,8% during 2015 compared to 2014.

- 2015 – 50,148 Mega Watt Hours
- 2014 – 47,844 Mega Watt Hours

APK, DFC and SWC have shown increases in consumption, whereas APB has shown a decrease. The increased electrical consumption has come mainly from changes to infrastructure and consumption behaviours at the various campuses.

### **Energy saving initiatives**

The following energy saving initiatives were implemented during 2015:

- Installation of additional smart meters at residences, student centres and libraries in order to monitor consumption.
- Replacement of Building Management System (BMS) controllers due to age and inefficiency. To be completed during 2016.
- Reduction of energy during holiday periods and off-peak periods in order to reduce consumption.
- Installation of LED lighting at APK completed during 2015. This project has resulted in a tangible saving in electricity for lighting.

### **Improved energy measurement capability**

During 2015, the University continued with its capex roll out of energy meters across its campuses and also off-site properties. The University now has the capability of providing live reports of electrical energy consumption as well as comparative analysis of key consumption areas.

### **Water management**

Water consumption at the University is closely linked to its electricity consumption and serves as another measure of how efficiently the University uses natural resources.

UJ has experienced continued problems with the City of Johannesburg with regard to the accurate and correct measurement of water consumption when comparing 2013 and 2014 figures to those of 2015. Various meetings and forums have been attended in order to address the problem. UJ has made use of an external company to monitor water consumption at all of its points of consumption and to develop an accurate baseline against which future progress can be measured. Readings are taken on a monthly basis. UJ will continue to focus on its water measurement system in the future.

### **Water and sewerage cost comparison 2013-2015**

It was noted that the water and sewerage related costs for UJ campuses were reduced from 2014 to 2015.<sup>1</sup>

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<sup>1</sup> Anomalies between increased consumption and decreased costs reflect billing errors that UJ has been trying to resolve with the City of Johannesburg for a number of years. Water consumption is UJ's internal measured consumption and not according to the CoJ meter reading and billing system.

**Table 83: Cost of water and sewerage**

	2013	2014	2015
<b>Water Cost</b>	R8 964 995	R15 442 847	R13 993 021
<b>Sewerage</b>	R3 434 867	R10 009 632	R7 067 140

The tariff for water per kilolitre has increased consistently from 2013 to 2015, although the cost of sewerage has remained more constant and fluctuated around the R15.00 per kilolitre mark.

**Table 84: Cost and tariff of water and sewerage**

	2013	2014	2015
<b>Water Cost</b> (rate per kilolitre)	R8 964 995 (R14.18)	R 15 442 847 (R17.20)	R13 993 021 (R19.69)
<b>Sewerage</b> (rate per kilolitre)	R3 434 867 (R14.55)	R10 009 632 (R14.55)	R 7 067 140 (R15.00)

**Table 85: Water consumption**

<b>Water consumption</b> <b>(in Kilolitres)</b>	2014	2015
APK	299 776kl	364 783kl
APB	163 406kl	196 458kl
SWC	110 960kl	143 705kl
DFC	118 937kl	264 593kl
TOTAL	693 079kl	969 539kl

The dramatic increase of water usage at DFC is related to the increase of student numbers at DFC. Although student numbers at APB have dropped from 2014 to 2015, the requirement to irrigate sport fields remains.

Initiatives to mitigate the cost and use of water are the greater use of borehole water where possible and the approval of a water licence for Perskor spring water for irrigation purposes at the DFC Campus in going forward.

## KEY FOCUS AREAS FOR 2016

Significant improvements have been recorded for the period 2015 as summarised in the sections above. A number of challenges remain, however, which, to be resolved, still require a collective drive.

Looking forward, the Division has identified a number of priority focus areas for 2016, such as improving our project management capacity and driving our Environmental Sustainability Strategy, both of which are linked to the current suite of key performance areas for which the Division is responsible. Improvement in these areas is expected to result in further improvements, which will have a widespread impact on performance both within the Division and in cognate areas.

**Sinethemba Mpambane (Mr)**  
Executive Director: Operations





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# FINANCIAL SUSTAINABILITY

## OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- Policy framework
- Governance
- Financial risks and risk management
- Focus
- Performance review of the University

## POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- National legislation and national/international directives and standards on financial management
- UJ financial strategy and five-year plan, approved by Council
- Financial policies and procedures
- Fundraising Policy
- Policy on Student Fee Structure
- Financial and contract delegation of authority
- National Student Financial Aid Scheme Rules and Regulations
- Risk Management Policy
- Procurement policies and procedures
- Tender policies and procedures

## GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- Executive Committee of Council
- Audit and Risk Committee of Council
- Financial Sustainability of Council

In addition to the Council committees, the MEC oversees executive management related to the management of finance. The MEC Risk Management Committee is chaired by the DVC: Finance (see Section 4 in the UJ Annual Report, Statement on Risk Management). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The following four divisions report to the Deputy Vice-Chancellor: Finance:

- Financial Governance and Revenue
- Expenditure (Procure to pay, assets and payroll)
- Strategic Financial Projects
- Commercialisation and Technology Transfer Office

## **FINANCIAL RISKS AND RISK MANAGEMENT**

The following material risks related to financial management were reflected on the Institutional Risk Register:

- Financial sustainability risks associated with the #FeesMustFall campaign, which was activated during the fourth quarter of 2015;
- The uncertainty around the tuition and residence fee increases for 2017 and beyond and the impact of this on the operational viability of the UJ;
- Increase in doubtful debt;
- Inadequate National Student Financial Aid Scheme (NSFAS) allocation;
- Real decline in Government subsidy;
- Impact of the funding framework review on the subsidy of the University;
- Increased electricity and other utility costs;
- Cost pressures due to the weakening of the South African rand against the major currencies, increasing CPI;
- An increasing local interest rate environment;
- Financial sustainability.

### ***Financial sustainability risks associated with the #FeesMustFall Campaign***

The Higher Education landscape has undergone major changes during the last quarter of 2015. The 0% fee increase for 2016 created an uncertain position for future fee increases and the funding of higher education in the near future.

After the 0% fee increase decision had been announced, a task team investigated the financial situation of the sector and a decision was made that the State will provide a contribution to the operational budget shortfall due to the 0% fee increase decision. In UJ's case, the shortfall was R200 million, and the State committed to contribute R140 million. The difference of R60 million, which UJ had to contribute, was absorbed into the 2016 operational budget, which was approved by Council in November 2015.

A Presidential Commission was appointed to analyse and provide proposals in respect of the funding of higher education. This team has to report to the President by October 2016. This is a very tight deadline and the certainty of 2017 tuition fees and subsidy is dependent on these proposals.

This increases the operational finance risk for UJ into 2017 and beyond.

It is very important to note that the financial sustainability of the UJ is depended on an appropriate annual tuition and residence fee increase and an adequate annual state subsidy which will allow the University to provide quality teaching and learning, research and community service. The Council of the UJ also has an obligation to maintain the assets and infrastructure at a level required to provide a quality service. An adequate level of reserves, on which investment income is earned, is required to fund these maintenance expenses, thus at both the operating level and reserves the university is running a risk of not being financially sustainable, due to the current uncertainties noted above.

### ***Increase in doubtful debt***

The University is acutely aware of the economic status of our students and their parents. It is, however, a priority of the Finance Division to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; in addition, we manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities

to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, for both our staff and our collection agencies. We will continue to manage this risk actively.

### ***Inadequate NSFAS allocation***

The University has a strategic intent of providing access to students from working-class parents. This strategy has resulted in the admission of a less affluent cohort of students, which has placed incredible pressure on the financial resources of the University and the adequacy of our allotted NSFAS amount. As noted above, this also has a material influence on the unrecoverable debt of the University. The University has provided assistance to NSFAS students, in addition to its 2015 allotted NSFAS amount, to the amount of R45 million. The University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R45 million in 2015. This subvention is not a sustainable solution and will have to be limited to an affordable amount in the near future.

### ***Real decline in Government subsidy***

Taking note of the two risks described above and the financial effect of these on the long-term financial sustainability of the University, the real decline in the per capita subsidy in the recent past presents an institutional risk for the University.

### ***Impact of the funding framework review on the subsidy of the University***

The report of the Ministerial Committee dealing with the review of the funding formula has not been released for comment to the public. The possible impact of the review is a significant downward shift in funding for Business/Commerce Studies, and the particular implications thereof for UJ, the Faculty of Management and the Faculty of Economic and Financial Sciences. When the report is released, we will study it to determine the impact of any changes to the subsidy formula and formulate strategies to manage this risk.

### ***Increased electricity and other utility costs***

The increasing energy cost, especially electricity costs, is a cost driver that is high on the agenda of the University's executive. The University has implemented various strategies to reduce its electricity consumption and all new developments and any refurbishments are designed to be energy efficient. We have also conducted research and launched a process to develop more ways to reduce our electricity consumption. This is a strategic issue and we are continually improving our processes in order to manage this risk.

During the year under review, we have also seen an increase in deposits for utility costs required by the City of Johannesburg. An additional item, which increases our risk in this area, is the poor accounting, misallocation of payments made, customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The executive of the University has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

### ***Financial sustainability***

The financial sustainability of the University is one of the key focus areas of Council and the Management Executive Committee (MEC). The real decline in government subsidies, the shortfall in funding from NSFAS, the increase in the cost of higher education and the shift in the socioeconomic circumstances of the University's students have directly impacted the financial sustainability of the University over the long term.

This risk is actively managed through the MEC, Audit and Risk Committee of Council and the Finance and Sustainability Committee of Council. Strategies adopted to manage this risk include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended if necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- A strategy to increase the University's third-stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- A sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance of the assets and facilities.

- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

The risks noted above are carefully monitored by both the Management Executive Committee and the Audit and Risk Committee of Council and the effects thereof are accounted for in the strategic financial plan.

### **General financial risk management**

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. The University's overall Risk Management Programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University.

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council, which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures, and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to this Committee.

### **Credit risk**

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial transaction fails to meet its contractual obligations; this arises principally from the University's receivables from students and clients. The University has no significant concentration of credit risk, owing to its wide spread of students and clients.

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the use of debt collection attorneys and agencies. As already indicated above, this risk is ever increasing as students are coming to expect free tertiary education.

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are to clients with an appropriate credit history. It does not insure its students or other receivables.

### **Liquidity risk**

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash-flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

### **Currency risk**

The University does not operate internationally but, on occasion, there are foreign-currency denominated purchases. The University is exposed to foreign currency risk when purchases are denominated in a currency other than South African rand. Management has introduced a policy that requires that all material foreign currency transactions should be hedged with a forward-exchange contract. At year end, there were no material outstanding forward-exchange contracts. When necessary, forward-exchange contracts are rolled over at maturity.



### ***Interest rate risk***

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments for up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment.

The University's investment policy determines that all long-term investments, including capital and money market investments, are managed by the University's fund managers, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

### **Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

### ***Operational risk***

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the Management Executive Committee and the Audit and Risk Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its Audit and Risk Committee, oversees the financial reporting process. The University has very little control over the annual student intake. Marketing and branding strategies are in place, however, to ensure consistent student intake, in accordance with the approved Enrolment Plan.

## **FOCUS**

In 2015, we continued to focus on cost consciousness and effectiveness and sustainable resource generation. An additional focus was raising bursary funding from external sponsors.

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

## **FINANCIAL PERFORMANCE**

The University once again posted positive operating results during the year under review. An operating surplus of R106 million was achieved against a budgeted operating loss of R25 million. The main drivers for this outperformance include higher than expected tuition fees, residence fees, external funding and savings on operating expenses.

The external audit of the University was also completed on time with no qualification and no significant findings.

**Jaco van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance



# FINANCIAL GOVERNANCE AND REVENUE

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

Financial Governance and Revenue has three separate sub-divisions and delivers a range of services on all four campuses of the University.

The sub-divisions are:

- Planning, Cash Management and Financial Reporting
- Budget and Project Management
- Student Finance

Our primary strategic goal is to ensure financial stability and sustainability of the institution to support the global excellence and stature drive. We strive to deliver service excellence by ensuring that effective and efficient business processes are implemented and adhered to so as to deliver value to our internal and external customers. We also promote a culture of values-driven staff with a productive and satisfied workforce to sustain the achievement of our pre-determined objectives.

Risk areas are under constant scrutiny and identified risks are addressed and mitigated in a well-structured process. The Risk Registers for all areas are updated continuously. The Division mitigates its risks by incorporating appropriate precautionary measures in all its business processes.

Major risks experienced in 2015 were:

- Student demands for no increase in tuition fees;
- Real decline in government subsidies;
- The increasing level of doubtful debt facing all universities due to the current financial climate in the consumer markets;
- Inadequate funding from NSFAS, impacting negatively on the University's ability to achieve its enrolment plans;
- NSFAS administration processes;
- Escalating municipal costs and incorrect billing by the City of Johannesburg.

### ***Planning, Cash Management and Financial Reporting – Acting Director: Tommie Ramage***

The sub-division is divided into three main sections:

- Financial Risk and Insurance – responsible for the coordination of the UJ's risk management function, the insurance portfolio of UJ and the process management of the various internal and external audit functions.
- General Ledger and Reconciliations – responsible for the UJ income budget, statutory reporting, the maintenance of the general ledger and related financial structures and systems.
- Cash Management and Sundry Debtors – responsible for cash flow planning, the short- and long-term investment management according to the UJ mandate set by the UJ Investment Committee as well as the effective management of sundry debtors.

Financial Governance is an important function that is performed here.

### ***Budget and Project Management – Director: Mariana Erwee***

This sub-division is responsible for reporting on financial management information to internal clients. The major functions of this sub-division are the compilation of the UJ expense budget, research expenditure reporting, expense budget management and project accounting and reporting. Service delivery is attained through dedicated financial business partners, for each of the faculties and professional services divisions.

The staff in this Division report to two senior managers.

One of the primary functions of the sub-division is the preparation of the annual UJ expenditure budget. The approved budget sets the financial parameters for expenditure control and the sub-division is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances and the sub-division is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

### ***Student Finance – Director: Mzwakhe Matukane***

The sub-division is responsible for the administration of NSFAS funding, bursaries, student fees and student debtors. Raising funds to reduce the impact of the NSFAS funding shortfall became an additional focus area for this sub-division in 2015. The maintenance and updating of the fee structure also resorts in this portfolio. Student Finance strives to provide excellent service to all students, parents, sponsors, donors and internal and external clients.

The strategic objective of this sub-division is to drive service excellence and to ensure effective and efficient business processes in order to deliver value to the internal customers, i.e. academic faculties, research and innovation, and external customers, i.e. students, external bursary providers and other external stakeholders.

Student Finance actively manages the risk of irrecoverable student debt within the current socioeconomic environment, i.e. a developing nation with an ever-increasing demand for education, and an ever-increasing number of financially needy students.

## **STRATEGIC GOALS FOR THE DIVISION IN 2015**

- Strategic Financial Management:
  - Complete audited annual financial statements and input into annual report timeously;
  - Finalise a new financial sustainability model for approval by the Finance Committee, which will result in an amended 5- to 10-year UJ Finance Plan;
  - Manage financial resources within the parameters of the amended UJ Finance Plan and GES financing proposal;
  - Accurately predict, calculate and manage the CoJ costs (tariffs, usage and zoning);
  - Manage the GES financial plan to ensure it stays within the requirements of the Council decision and reserve analyses presented to Council in November 2013;
  - Ensure timeous submission of useful management accounts to MEC;
  - Manage the improvements in the treasury environment.
- Student Finance:
  - Conduct continuous discussions with NSFAS, the SETAS and the Department of Higher Education and Training (DHET) to manage the lack of funding and to strategically manage student expectations for 2016 in the light of the 2015 funding shortfalls;
  - Source more bursaries for NSFAS and other students from CSI funding, and engage with the SETAS for

- additional funding in terms of the revised regulations and pivotal programmes;
- Manage the impact of the change in NSFAS processes on UJ and its students;
- Review processes in the environment to ensure a seamless and quick registration process for students and reduction of cash and queues on campus.
- Governance:
  - Ensure an effective and efficient internal audit process;
  - Ensure an effective and embedded risk management culture within UJ.

## **SUCCESSES DURING 2015**

Our strategic thrusts for 2015 were aimed at ensuring financial stability and sustainability of the institution; improving processes and maximising use of current financial systems; reducing our financial exposure on student debt; and promoting a sound internal control environment through good governance practices. Our successes in these areas are listed below:

- The UJ audited annual financial statements were approved by Council and submitted to DHET within the legislated timelines with no significant audit findings.
- The annual budget was timeously submitted for Council approval.
- A financial sustainability model was developed, and approved by Council. This model identifies the drivers that are under the control of the University to manage and mitigate these risks as best possible, including the development of other sources of income. The model is continuously being updated under the current uncertainties in the sector.
- All other external stakeholder reports and audits were completed and submitted on time with no audit findings.
- Progress has been made on the UJ journey on risk management, including the determination of risk appetite levels.
- The maturity of our risk management processes was confirmed by the continued requests by top rated universities in the country to use these as a model to develop theirs.
- Phase III of the Business Continuity Management project was successfully completed.
- Our internal audit approach was reviewed and approved by the Audit and Risk Committee of Council with the aim of enabling reprioritisation of the internal audit plan to adequately cover all the key business processes in an end-to-end way. This approach will allow both the internal audit team and management to obtain a more insightful view of the University's value chain and potentially result in fewer audits but deeper audit coverage.
- Significant progress has been made in developing an Integrated Assurance Model for the University and this will be rolled out in 2016.
- We increased external bursary funding:
  - Through our increased focus on fund raising for non-funded NSFAS students, the Division managed to raise R37 million during the year.
  - Active interaction with bursary providers and other external sources of funding resulted in a 3% increase in external bursaries from 2014. This increase comes at a period where major external sponsors have decreased their sponsorships to students across all the universities.
  - We also hosted the highly successful inaugural UJ Future Walk jointly with the Gauteng Department of Education where close to R1 million was raised for student bursaries.
- Our review of the internal student funding highlighted some inefficiencies – policy changes that will eliminate these and will generate funding for more students have been approved by MEC and will be implemented in 2016.
- Processes in the student finance environment were reviewed and new developments were made in the AOD signing and payment notification processes. From the 2016 registration period, students will be able to sign AODs on line and the Student Finance offices will no longer accept cash payments. These developments will significantly reduce the presence of student queues during the registration period and eliminate the risk associated with handling large amounts of cash on campus.

- Constant engagement with other support divisions with regard to registration and graduation, which assisted in minimising incidents during the registration period.
- Increased focus on staff training to upskill managers and senior managers. There was an increase in the number of staff who had enrolled for formal and non-formal qualifications in 2015.
- One of our Senior Managers won the Business Continuity Africa Award for Continuity and Resilience Professional (Public Sector) 2015. She was also nominated for the Business Continuity Global Award.
- An improved Performance Management system is in place with individual specific performance contracts to meet the Division's objectives and goals

## CHALLENGES

- The 2015 nationwide student protests against fee increases created a significant risk and uncertainty on the sustainability of university funding. The announcement of a 0% tuition fee increase for 2016 had a significant impact on the 2016 budget. The major risk is that the University may not be able to increase tuition fees in the future.
- The resultant protest by staff employed by UJ from outsourced service providers also created a major uncertainty that may negatively impact UJ finances in the future.
- The continuous real and per capita reduction in state subsidy is a major concern that threatens the sustainability of the University. The review of the funding formula has not been completed and thus we do not have certainty on how the government subsidy will be amended in the near future. It is, however, a reality that the low GDP growth will have a negative influence on the national tax collection, which may in turn have a negative effect on the national budget allocations to the higher education sector. For the foreseeable future, the state subsidy will increase by a percentage that is below or just in line with CPI, against a higher education inflation of around 9%, as calculated by Unisa in 2014. This review is now also subject to the Presidential Commission's work.
- Cost pressures, due to the material depreciation of the rand, increased domestic interest rates and increasing CPI, are also a challenge and the main areas of concern are: library, research equipment, certain research consumables, software and hardware expenses (which are linked to the various currency exchange rates), facility expenses (electricity and cleaning), and remuneration.
- Sourcing additional funding to cater for the ever-increasing student demand for funding. An increase in the number of financially needy students year on year, together with a comparable decrease in state funding is a major challenge.
- The ongoing unfavourable economic climate remains a challenge that negatively impacts our success in collecting student debt.
- Student debt handed over for collection increased slightly in 2015, due to the unfavourable economic climate of consumer markets. The debt handed over in 2015 was 4,4% of revenue vs 3,4% of revenue in 2014.
- Vacant positions at senior level as a result of resignations and retirements have affected continuity in the Division.
- Bursary providers are continuously increasing their administrative requirements, which increase the workload, while capacity remains the same.
- Communication with students continues to be a challenge. Current platforms in use, to make contact with debtors, are email/smses/student portal/hardcopy statements.
- Inefficiencies in NSFAS, debt enquires, payment and arrangement processes resulted in an unfavourable experience for students during the registration period and also posed a security risk for the University.
- Inaccuracies in City of Johannesburg (COJ) billing continue to be a challenge.

## STRATEGIC GOALS

Below are the strategic goals of the Division for the years 2016 to 2025:

- **Strategic Financial Management**
  - Manage financial resources within the parameters of the UJ Finance Plan and GES Financing Proposal:

- Conduct a strategic rethink of the University's budget to manage the decline in subsidies and tuition fees, the depreciation in the rand and increasing interest rates;
- Prioritise funding for key areas within the academic project from existing resources and eliminate unnecessary spending;
- Influence a culture change in the spending behaviour of faculties and divisions;
- Prepare budgets that will ensure the goals of the institution as set out in the UJ Finance Plan, the GES Plan and the Strategic Plan are achieved;
- Manage the balance sheet of UJ to provide adequate funding to ensure the financial sustainability of the University;
- Conduct a strategic rethink and engagement with the URC on utilisation of the research output subsidy vs the investment made from UJ resources in research over the next five to seven years.
- Joint project team with Operations to:
  - Accurately predict, calculate and manage the City of Johannesburg (CoJ) costs (tariffs, usage and zoning);
  - Engage CoJ at high level to ensure correct invoicing by CoJ (electricity, rates and water);
  - Finalise the quantum of all CoJ costs not yet invoiced and finalise liability with CoJ.
- Manage the GES Financial Plan to ensure it stays within the requirements of the Council decision and reserve analyses presented to Council in November 2013.
- Manage reporting:
  - Ensure timeous submission of mid-year reports to DHET;
  - Ensure timeous submission of useful management accounts to MEC; and
  - Ensure timely and effective implementation of the Business Intelligence Project to improve on our reporting.
- Manage the external audit process:
  - Ensure timeous completion of audited annual financial statements and input into annual report.
- Manage the improvements in the treasury environment:
  - Revise fund manager mandates; and
  - Appoint new main bankers ensuring a smooth transition with no interruptions to business.
- **Student Finance**
  - Continue the discussions with NSFAS, the SETAS and the Department of Higher Education and Training (DHET) to manage the lack of funding and to strategically manage student expectations for 2017 in the light of the student demands for free education;
  - Source more bursaries for NSFAS and other students from CSI funding, and engage with the SETAS for additional funding;
  - Conduct a strategic rethink of new sources of funding in light of proposed changes to the SETA landscape;
  - Implement policy change in the allocation of student funding to ensure more students are assisted and the number of dropouts is reduced due to financial reasons;
  - Improve efficiencies in our NSFAS processes to ensure no funds are returned;
  - Ensure timely payment of claims;
  - Manage the impact of changes in NSFAS processes on UJ and its students;
  - Implement new processes in the environment to ensure a seamless and quick registration process for students and a reduction of cash and queues on campus.
- **Governance**
  - Ensure an effective and efficient internal audit process;
  - Finalise implementation of the Integrated Assurance Model;
  - Ensure an effective and embedded risk management culture within UJ;
  - Review finance processes to ensure they add value, promote efficiency and support the needs of our customers;
  - Review insurance claims process to manage escalating cost of insurance.

**Table 86: Employee profile**

Designation	Post level	Permanent staff	Contract staff	Total staff count
Executive Director	P3	1		1
Director	P5	3		3
Senior Manager	P6	9		9
Financial Business Partner/Manager	P7	26		26
Accountant	P8	14		14
Financial Officer	P9	5		5
Financial Officer	P10	28	10	38
Financial Officer	P11	10		10
General Assistant	P14	1		1
General Assistant	P15	1		1
<b>Total Staff Count (P/T)</b>		<b>98</b>	<b>10</b>	<b>108</b>

**Table 87: Equity profile**

Level	Vacant	Black		Coloured		Indian		White		Total	
		F	M	F	M	F	M	F	M	F	M
P3		1								1	
P5	1		1					1		1	1
P6	2							3	3	3	3
P7	1	3	5	3	1	1		9	3	16	9
P8	1	2		3	1	1		4	2	10	3
P9			2					3		3	2
P10	1	13	4	7			1	11	1	31	6
P11		6		2				2		10	
P14			1								1
P15			1								1
<b>Total</b>	<b>6</b>	<b>25</b>	<b>14</b>	<b>15</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>33</b>	<b>9</b>	<b>75</b>	<b>27</b>
<b>Sub-Total</b>	<b>6</b>									<b>102</b>	
<b>Grand total</b>										<b>108</b>	



## **APPOINTMENTS AND RESIGNATIONS**

The Director Student Finance was appointed into the role on 1 June 2015.

The retirement of the Director: Planning, Cash Management and Financial Reporting in December 2014 created an opportunity to restructure the Division to ensure efficiency. This process is under way and will be finalised during the year.

The team leaders in the Budget and Project Management sub-division were appointed during the year. The recruitment process for the NSFAS Senior Manager and Student Finance team leaders is under way.

### ***Staff development***

We believe that our staff are our greatest asset, and therefore we create opportunities for staff to grow their skills and knowledge to increase their chances of progression. We provide opportunities for staff to act in senior positions, thereby enabling us to appoint internal staff when there are vacancies.

A Culture and Climate Survey was undertaken within the Division to facilitate effectiveness in the business and the scope of the needs for creating a desired high- performance culture. The aim was to facilitate and create processes that shift perceptions, attitudes, behaviours and personal understanding to enable a departmental culture where each person knows that they can make a difference, irrespective of their personal stories and who they are. Actions were created to address the results of the survey and the focus for these was:

- Ensure consistency of leadership behaviours;
- Enhance leadership visibility;
- Ensure clarity of communication;
- Prioritise people engagement activities;
- Make time for strategic conversation, planning and tracking of plans;
- Define role and performance clarity;
- Shape the desired high-performance culture;
- Commit to UJ values.

Apart from continuous on-the-job training, staff were sent for internal and external training and conferences to be exposed to the environment and to meet with peers from other institutions.

Staff are encouraged to attend the various short courses available on campus and a number of our staff members are enrolled in further educational programmes.

Staff attended a teambuilding exercise where they participated in various activities to create a more cohesive team and which encouraged a better understanding of one another, both individually and culturally. On these occasions, the sub-divisions reviewed their previous year's performance, and planned the following year's goals. In doing this, the objectives of the University were considered and goals of the Division were aligned with these.

The equity profile of the Division needs attention and we are in the process of developing and implementing a plan to address this.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

### ***Community engagement project***

Financial Governance and Revenue took part in various community engagement projects/activities during the year under review.

The Annual Diversity Day was well supported by the staff. This has been instrumental in promoting understanding of our diversity and our respective cultures and values.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

The Division receives an annual budget to perform its duties and to fund its operating expenditure. We were able to utilise our allocated budget in such a way to ensure efficient service delivery without wasting resources.

We were able to run the Division within the allocated financial resources.

This Division has various responsibilities towards the maintenance of good financial governance in the institution. We are responsible for enforcing the financial policies and procedures of the institution.

### ***Environmental sustainability***

The following initiatives were implemented to support environmental sustainability:

- Placing Nampak deposit boxes for waste and old paper for recycling purposes;
- Consistently striving to optimise financial systems to their full potential to create a paperless environment;
- Implementing electronic signatures, which reduce the amount of printing and which has also contributed to improving efficiency to clients, as electronic signatures reduce travel time between campuses (for collection of approved documents), together with improving our carbon footprint by reducing fossil fuels burned;
- Redeploying unused furniture, computers and equipment within UJ.

## **LEADERSHIP**

Our view is that leadership is essential to the success of teams, organisations, communities and societies. The need for different and better leadership was identified and we have concentrated on developing management in this area.

Various interventions have been implemented to improve working relationships and communication within the Division.

## **CONCLUSION AND WAY FORWARD**

The Division works towards the Finance vision of being “A world-class empowered strategic partner striving for global excellence and stature”.

Mutually agreed goals to improve service delivery were set and the level of achievement against these goals was an indication of improved staff performance across the domain.

The well-being of staff members is frequently analysed and action plans are developed and implemented as required to ensure staff wellness.



**Nolwazi Mamorare (Ms)**

Executive Director: Financial Governance and Revenue



**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance

# FINANCE EXPENDITURE

## OVERVIEW

We hit the ground running in 2015. At the end of 2014, we had decided on the theme “Scaling New Heights” with a number of objectives/strategies that needed to be achieved. We had our fair share of challenges in 2015 and it is, therefore, to the credit of the entire Finance Expenditure team that we can claim that we achieved so many objectives.

What follows is a brief narrative of those accomplishments:

- Shifting from commodity focus to customer focus. The Procurement Department was divided into three business units, each unit being responsible for specific faculties and departments.
- Implementing a Procurement Turnaround Strategy. This included the Value for Money Audits (three completed in 2015), strategic procurement, which involved the segmentation of spend according to risk and value, and the development of a sourcing strategy.
- Rolling out the Three-Bid Committee (Specification, Evaluation and Adjudication) to enhance the tender process.
- Introducing electronic catalogues (MyMarket) to reduce the number of low value orders.
- Rolling out of i-Expense process to facilitate the clearing of advances and speeding up of reimbursements.
- Rolling out the electronic payslip in our constant bid to cut costs and this was followed up with training to staff who had never used a computer before.
- Enhancing the online temporary staff processing system with the roll-out of web application.
- Re-tagging all fixed assets to enable us to scan the asset for verification purposes.
- The B-BBEE Code of Good Conduct changed in May 2015 to incorporate Supplier and Enterprise development as part of preferential procurement. The institution invested R1.4 million and identified ninety suppliers for its Small Business Enrichment Programme. Seventy-four of the suppliers successfully completed the programme and will graduate in 2016. The success of this programme led to one of the suppliers donating a motorised wheelchair to one of the University’s disabled employees.
- Formalising jobbing contracts (contracts for repairs and maintenance, plumbing, electrical, etc.) with 13 suppliers over 15 different disciplines.
- Introducing the Supplier Performance Reporting and a very stringent vetting process, given the focus that was placed on supplier management with regard to performance and the prevention of fraud.
- Achieving a saving of just over R10 million through various initiatives.

## 2015 STATISTICS

- Accounts payable processed R1.27 billion payments – 66 999 invoices.
- A total of R183.58 million was capitalised.
- R1.7 billion was paid as salaries to 6 588 permanent, contract and temporary staff.
- Procurement spend amounted to R974.72 million through the Tenders and Buying Departments. This equated to 18 859 purchase orders.

- The Inventory Department was responsible for the distribution of merchandise worth R941.75 million.
- Procurement recognition levels as a percentage of Total Measured Procurement Spend was 81,4% (compliance target 80%) and total points achieved on the Preferential Procurement Indicator as part of the Generic Scorecard were 33 out of 50.

## PERSONNEL

Huge focus was placed on the training and development of staff. Besides the in-house courses offered by the institution, staff were also encouraged to study towards a recognised qualification. A number of people were studying towards a degree/diploma and this year we had a record number of registrations for the CIPS (Chartered Institute of Purchasing and Supply) qualification.

## RISK AND CONTROLS

Fraud and corruption are still a major concern. We are constantly improving our internal controls wherever we can. The message out there is loud and clear that the institution will not tolerate any fraud and/or corruption and that the strongest possible action will be taken against the perpetrators. Towards the end of the year, a request for proposal (RFP) was issued to appoint a panel of forensic auditors/investigators to support our drive against corruption.

## CHALLENGES GOING FORWARD

Towards the end of the year, it became clear that “it was not business as usual” going forward. We will have to come up with new and creative ways of doing business. Some of the initiatives that will improve efficiencies and effectiveness, all round, are as follows:

- Monitoring and reporting of excessive expenditure, e.g. catering.
- Implementing a transgression register.
- Using I-Expense to reimburse petty cash claims.
- Investigating an electronic system for submitting and authorising documents for payments.
- Barcoding of all locations, which will then be matched with the fixed assets that have been barcoded.
- Making all payslips and IRP5s electronically available via email and SMS.
- Rolling out procurement cards to the greater institution with the aim of reducing the volume of below R10k purchase orders.
- Implementing additional saving initiatives:
  - Increasing negotiated savings to 1,5% of procurement spend.
  - Identifying commodities that can be standardised, e.g. furniture.
  - Identifying high-volume spend with suppliers and formalising contracts with them.
  - Increasing collaboration with Purco.
  - Sweating assets.
- Expanding the electronic catalogue system for commodities and suppliers.
- Incorporating the technical stores into the main store.
- Implementing an electronic supplier vetting system.

## CONCLUSION

The Finance Expenditure Division sees itself as an integral part of the institution and will continue to strive to ensure that we contribute to the overall objectives and success of the University. The end of 2015 produced unexpected challenges with the #FeesMustFall protests, labour action and also the resignation of our Executive Director. This was the onset of the realisation that “it was not business as usual”. However, we are confident that the Division is geared to handle any challenges that may arise.



**Jaco van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance

# UJ TRUST

## OVERVIEW AND CONTEXT

The University is the sole beneficiary of the UJ Trust. The Trust allocates, on an annual basis, funds to the University for specific, agreed-on strategic initiatives of the University.

It is still a sad reality that finances continue to be one of the main reasons keeping students from academic success, and therefore this is one of the areas where the UJ Trust supports the University. Since 2013, the Trust has distributed a total of R101 million to the University towards research and development for Centres, underprivileged student support and postgraduate bursaries as follows:

**Table 88: Trust fund distribution**

CATEGORY	2015	2014	2013
Research development for Centres, innovation and commercialisation	R16m	R10m	R7.5m
Underprivileged student support (food, books and bursaries)	R12m	R15m	R9m
Postgraduate bursaries	R10m	R15m	R6.5m
<b>TOTAL</b>	<b>R38m</b>	<b>R40m</b>	<b>R23m</b>

## 2015 FUNDS ALLOCATION

The disbursement of R38 million transferred to the University in 2015 was allocated as follows:

### ***Research development for centres, innovation and commercialisation***

An amount of R16 million was earmarked for the development of interdisciplinary research and technology projects. This interdisciplinary research combines research undertaken in various UJ faculties with a commercial opportunity. These are projects where interdisciplinary research will form part of a commercial and community organisation.

The technology project emerged from a UJ research project and has been under development for the past four years. At this stage, it is ready to be commercialised and we are negotiating with various possible partners.

In the light of the current uncertainties around subsidy and fees in the public higher education landscape, due to the #FeesMustFall campaign and the general lack of adequate funding for higher education, commercialisation and innovation at UJ are a non-negotiable strategic activity to ensure the financial sustainability of the University.

### ***Underprivileged student support***

The 2015 allocation for assistance to UJ students was used as a contribution towards funding our food programme for financially needy students. UJ, in partnership with Gift of the Givers, provides two meals a day to at least 3 000

students, who otherwise would have no food. An amount of R11 million was used for this purpose. In addition, R1 million was awarded to underprivileged students to assist with tuition, accommodation and book allowances.

### ***Postgraduate bursaries***

The total amount allocated by UJ in 2015 for postgraduate bursaries, including honours bursaries, was R28 million, of which R10 million was funded from the UJ Trust distribution. The amount allocated by the UJ Trust was used mainly to fund honours bursaries, with the goal of further building postgraduate numbers. With more external funding available for master's and doctoral bursaries than for honours bursaries, means have to be found to ensure that the cohort of honours students is big enough to allow adequate numbers of students to progress to master's degrees, and this requires substantial funding for honours bursaries.

The increase in postgraduate student numbers is a strategic imperative of the University, and thus the amount allocated by the UJ Trust assists in achieving the strategy of the University.

## **TRUSTEES**

The Trust Deed of the UJ Trust indicates that the UJ Trust's Board of Trustees should consist of a minimum of ten trustees.

The following Trustees represented the Trust in 2015:

- Mr S Rossouw (Chairman)
- Prof RD Marcus
- Prof A Dempsey
- Mr MJN Njeke
- Prof PH O'Brien
- Prof IL Rensburg
- Mr JA van Schoor
- Dr ME Gama
- Adv S Khumalo

One trustee vacancy existed during the year and was filled in January 2016.

Subsequent to his appointment as the University General Counsel, Prof PH O'Brien was co-opted as a trustee with effect from 1 January 2016. Prof LG Mpedi was appointed as his successor with effect from 1 January 2016.

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'S' intertwined, with a horizontal line extending to the right.

**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance

# TECHNOLOGY TRANSFER OFFICE AND COMMERCIALISATION

## OVERVIEW

The Technology Transfer Office and Commercialisation (TTO) endeavours to assist innovative entrepreneurs, as well as inventors, in the commercial implementation of novel technologies or business processes. Clients are advised and assisted in developing strategies for protection of intellectual property (IP), which include drafting the relevant legal agreements, managing the patenting of inventions and registration of trademarks, acquiring funding for further development of inventions, establishing start-up companies or acquiring equity in established companies subsequent to commercial due diligence. The criteria for commercialisation of a project are scalability and the market potential thereof.

The 2014 peer review recommendations were included in the revised TTO Strategy that was also aligned with the UJ 2025 framework and goals.

One of the goals in 2015 was to introduce internal systems and procedures for the UJ TTO at UJ and to drive a number of high-potential inventions to commercialisation. The TTO further developed methods to include innovation as part of the University fabric and developed plans to start a pre-incubator and innovation space to complement the other initiatives of UJ. This included new management structures, IP management systems, participation in public forums and marketing of the Office.

The Commercial Investment Committee had four meetings, the Commercial Unit Companies Committee met on seven occasions, and weekly operational meetings were also held. Contracts were submitted according to UJ governance requirements, project term sheets were developed, implemented and updated quarterly, while non-disclosure agreements were signed and recorded for each new invention.

Although the UJ TTO reports to the DVC Finance, a system of planned collaboration with the research environment has been developed to ensure that the research management staff are aware of the services of the TTO. This was done through monthly meetings on executive management level as recommended in the peer review report. Unfortunately, the meetings were not well attended by the research representatives.

Collaboration with Resolution Circle was formalised to ensure that roles were properly defined. This needs to be completed in 2016.

Throughout 2015, the TTO engaged in projects encompassing a wide variety of disciplines, including information and communications technology (ICT), computer vision, medical biochemistry, mechanical, electrical and chemical engineering, industrial design, physics, botany as well as the humanities.

Working in close partnership with Technology Innovation Agency (TIA), funds to the value of R3.302 million for five of our champion projects were secured in two funding rounds. A further R3 million was secured from the



International Atomic Energy Agency (IAEA) for the mineral positron emission tomography (PET) project.

The TTO was also awarded support funds by the National Intellectual Property Management Office (NIPMO) to the value of R2 457 739 for 2016 to 2018.

During 2015, the TTO received fourteen disclosures of which eight resulted in the filing of a number of provisional patents and one South African patent, and the registration of two PCT patents as well as eight new designs. Responses to examiners' reports with regard the Silver Anti-Cancer Compounds project are awaited from the USA and Australia (as this patent filing was done in Australia, Canada, Europe, India and the USA).

With the development of the TTO's scenario plan, it was highlighted that the start of the technology transfer process was not with the invention disclosure, but earlier in the process of intellectual property (IP) development, and that the TTO should actively participate in the development of IP. An approach of active participation in establishing innovativeness in the institution was taken by the TTO, which resulted in the development and implementation of the Innovation Ambassador (IA) programme. The launch during 2015 was attended by 22 staff members from various faculties, who also indicated their availability as innovation ambassadors. This programme was presented by the Director of the TTO at the University-Industry Interaction (UIIN) Conference in Berlin during 2015.

IP training, marketing, and an updated, user-friendly and easily accessible website promoting the services of the TTO were introduced.

A handwritten signature in black ink, consisting of a large, stylized 'J' and 'S' intertwined, with a horizontal line extending to the right.

**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance

# REPORT: CHAIRPERSON COUNCIL FINANCE COMMITTEE

## OVERVIEW

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, NSFAS funding shortfalls, rising utility bills, an increase in the cost of higher education and the shift in the socioeconomic circumstances of the University's students were some of the factors impacting on the financial results for the year. UJ received R35 million more government subsidy than budgeted for. Externally generated income was also R28 million more than budget.

The financial principles adopted by UJ clearly state that the University will at all times endeavour 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 intervention 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 these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detailed issues such as affordability of the budgeted requests and the priorities of the relevant faculty or department in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the MEC for consideration. On recommendation by the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to the Council.

As the University moves forward on the implementation of its 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.

The widening gap between funding allocated by NSFAS and demand from students continues to place pressure on the operating results and eventually the reserves of the University. While UJ has contributed R45 million towards this funding gap, the sustainability of this contribution is a concern. The MEC is, on a continual basis, seeking alternatives to fund the difference and is also in discussion with NSFAS and the Department of Higher Education and Training (DOHET) as this is a systemic financial risk. However, the recoverability of conduit funding provided by other government entities through NSFAS has become a concern.

Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the Finance and Sustainability Committee of Council, 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. To this end, continuous internal audits are performed to evaluate the effectiveness of the internal controls.

The 2015 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 R106 million (2014: R120 million). A total surplus of R336 million (2014: R330 million) was achieved. The main drivers for this outperformance include better-than-expected state subsidy income; improved residence fee income generation; increased external funding 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. During 2015, the actual ratio was 61% (2014: 61%). Management is satisfied that this ratio is not too high, but continuous efforts are made to manage the ratio.

Reserves were positively impacted by good investment management during the year. In total, our investments outperformed the risk-adjusted benchmarks despite the poor economic outlook. 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, reflects the financial control measures implemented in 2015. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2016 and beyond.

A handwritten signature in black ink, appearing to read 'JP Burger', with a long horizontal stroke extending from the bottom left.

**JP Burger (Mr)**

Chairperson: Finance and Sustainability Committee of Council



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# CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2015

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#### STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2015

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate financial statements.

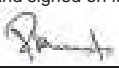
The consolidated and separate financial statements presented on pages 7 to 67 of this Annual Report for 2015 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.


The going concern basis has been adopted in the preparation of the consolidated and separate financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated and separate financial statements.


The consolidated and separate financial statements have been audited by PricewaterhouseCoopers Inc., who were given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

#### APPROVAL OF THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The consolidated and separate financial statements on the following pages of the Annual Report were approved by the Council on 09 June 2016 and signed on its behalf by:

  
\_\_\_\_\_  
**R Marcus (Prof)**  
**Chair of Council**

  
\_\_\_\_\_  
**IL Rensburg (Prof)**  
**Vice-Chancellor and Principal**

  
\_\_\_\_\_  
**JA van Schoor**  
**Deputy Vice Chancellor: Finance**





## **INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG**

### **REPORT ON THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS**

#### **Introduction**

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries set out on pages 7 to 63, which comprise the consolidated and separate statement of financial position as at 31 December 2015, the consolidated and separate statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

#### **Council's responsibility for the consolidated and separate financial statements**

The Council is responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa as amended, and for such internal control as the Council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on these consolidated and separate financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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*PricewaterhouseCoopers Inc., 2 Eglin Road, Sunninghill 2157, Private Bag X36, Sunninghill 2157,  
South Africa  
T: +27 (11) 797 4000, F: +27 (11) 797 5800, www.pwc.co.za*

Chief Executive Officer: T D Shango

Management Committee: T P Blandin de Chalaire, S N Madikane, P J Mothibe, C Richardson, F Tonelli, C Volschenk

The Company's principal place of business is at 2 Eglin Road, Sunninghill where a list of directors' names is available for inspection  
Reg. no. 1998/012055/21, VAT reg. no. 4950174682



**Opinion**

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the University of Johannesburg and its subsidiaries as at 31 December 2015, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.

**Unaudited supplementary schedules**

The supplementary information set out on pages 64 to 67 does not form part of the consolidated and separate financial statements and is presented as additional information. We have not audited these schedules and, accordingly, we do not report thereon.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, we have a responsibility to report findings on the reported performance information against predetermined objectives for the selected objectives presented in the annual report, non-compliance with legislation and internal control. We performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.

**Predetermined objectives**

We performed procedures to obtain evidence about the reliability of the reported performance information for the following objectives presented in the annual performance report of the University for the year ended 31 December 2015:

- Objective 1: Research and Innovation;
- Objective 2: Teaching and Learning;
- Objective 3: International Profile;
- Objective 4: Student Experience;
- Objective 5: Reputation Management; and
- Objective 6: Fitness for Purpose.

We evaluated the reported performance information against the overall criteria reliability.

We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not raise any material findings on the reliability of the reported performance information for the selected objectives.

**Compliance with legislation**

We performed procedures to obtain evidence that the University had complied with legislation regarding financial matters, financial management and other related matters.



We did not identify any instances of material non-compliance with specific matters in the Higher Education Act of South Africa.

#### **Internal control**

We considered internal control relevant to our audit of the financial statements and compliance with legislation.

We did not identify any significant deficiencies in internal control.

#### **Leadership**

No matters to report.

#### **Financial and performance management**

No matters to report.

#### **Governance**

No matters to report.

#### **OTHER REPORTS**

#### **Investigations**

We were not engaged to conduct any investigations.

#### **Audit-related services and special audits - Agreed-upon procedures**

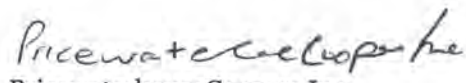
Agreed-upon procedures on certificates were performed for grants, other funding and similar items.

Below is the list of Agreed-upon procedures engagements performed in relation to 2015:

<b>Entity name/ engagement</b>	<b>Purpose of the engagement</b>	<b>Period covered</b>
Loans guaranteed by the state	Agreeing interest and capital amounts outstanding for loans received from the National Government.	1 January 2015 - 31 December 2015
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 January 2015 - 31 March 2015
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 April 2015 - 30 June 2015
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 July 2015 - 30 September 2015



Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 October 2015 - 31 December 2015
Research Articles Grant	Agreeing the existence of the articles and publications to authorised publications.	1 January 2015 - 31 December 2015
HEMIS	Reporting on student and staff statistics for the year ended 31 December 2015.	01 January 2015 - 31 December 2015
Financial Data	Agree the amounts per the Financial Data schedule submitted to the department to the amounts per the audited annual financial statements for the period 1 January 2015 to 31 December 2015.	01 January 2015 - 31 December 2015

  
 PricewaterhouseCoopers Inc.  
 Director: D.A. Desai  
 Registered Auditor  
 Johannesburg  
 20 June 2016

**CONSOLIDATED AND SEPARATE STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2015**  
**Consolidated**

		<b>Consolidated</b>		<b>University</b>	
		<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
<b>Notes</b>		<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>Restated R'000</b>
<b>ASSETS</b>					
<b>Non-current assets</b>		<b>5 478 757</b>	<b>5 251 004</b>	<b>4 779 172</b>	<b>4 575 114</b>
Property, plant and equipment	3	2 075 547	1 983 839	2 006 904	1 920 528
Intangible assets	4	14 669	11 078	3 644	7 967
Investments in subsidiaries, associates and joint ventures	5	53 359	86 489	139 116	166 003
Available-for-sale financial assets	6	3 281 950	3 103 883	2 576 276	2 414 901
Long term employee benefits	15	53 232	65 715	53 232	65 715
<b>Current Assets</b>		<b>598 920</b>	<b>436 609</b>	<b>579 190</b>	<b>421 162</b>
Inventories	7	6 826	4 197	6 826	4 197
Trade receivables and prepayments	8	376 895	176 781	371 378	175 256
- Students fees		273 292	106 037	273 292	106 037
- Other receivables		103 603	70 744	98 086	69 219
Cash and cash equivalents	9	215 199	255 631	200 986	241 709
<b>Total Assets</b>		<b>6 077 677</b>	<b>5 687 613</b>	<b>5 358 362</b>	<b>4 996 276</b>
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
<b>Non-distributable reserves</b>		<b>2 599 873</b>	<b>2 488 667</b>	<b>2 463 617</b>	<b>2 362 230</b>
Funds invested in property, plant and equipment		1 983 085	1 893 778	1 983 085	1 897 361
Non-current investment revaluation		616 788	594 889	480 532	464 869
<b>Reserve funds</b>		<b>2 432 171</b>	<b>2 222 071</b>	<b>1 854 970</b>	<b>1 655 855</b>
<i>Restricted use funds</i>		<i>1 055 673</i>	<i>990 746</i>	<i>441 884</i>	<i>408 685</i>
Student residences funds		85 774	75 715	85 774	75 715
Trust/donor/bursary funds		969 899	915 031	356 110	332 970
<i>Unrestricted use funds</i>		<i>1 376 498</i>	<i>1 231 325</i>	<i>1 413 086</i>	<i>1 247 170</i>
Designated/committed funds		20 036	152 188	56 624	168 033
Undesignated funds		1 356 462	1 079 137	1 356 462	1 079 137
Non-controlling Interests		2 223	-	-	-
<b>Total Equity</b>		<b>5 034 267</b>	<b>4 710 738</b>	<b>4 318 587</b>	<b>4 018 085</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>		<b>273 510</b>	<b>378 862</b>	<b>273 510</b>	<b>378 862</b>
Borrowings	10	22 938	27 285	22 938	27 285
Deferred revenue	12	-	117 364	-	117 364
Long term employee benefit obligations	15	250 572	234 213	250 572	234 213
<b>Current liabilities</b>		<b>769 900</b>	<b>598 013</b>	<b>766 265</b>	<b>599 329</b>
Trade payables, accruals and other liabilities	13	582 954	405 978	579 319	407 294
Student deposits and accounts in credit	11	105 739	111 498	105 739	111 498
Borrowings	10	4 519	3 849	4 519	3 849
Deferred revenue	12	76 688	76 688	76 688	76 688
<b>Total Liabilities</b>		<b>1 043 410</b>	<b>976 875</b>	<b>1 039 775</b>	<b>978 191</b>
		<b>6 077 677</b>	<b>5 687 613</b>	<b>5 358 362</b>	<b>4 996 276</b>



CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Consolidated		University	
		2015	2014	2015	2014
		R'000	R'000	R'000	Restated R'000
<b>Revenue</b>		<b>3 202 798</b>	<b>2 915 436</b>	<b>3 199 545</b>	<b>2 909 575</b>
State appropriations - subsidies and grants	16	1 427 204	1 389 135	1 427 204	1 389 135
Tuition and other fee income	17	1 545 929	1 408 444	1 545 929	1 408 492
Research income		229 665	117 857	226 412	111 948
Other operating income	21	381 779	268 865	405 994	267 296
<b>Operating income</b>		<b>3 584 577</b>	<b>3 184 301</b>	<b>3 605 539</b>	<b>3 176 871</b>
Personnel costs	14	(2 004 506)	(1 844 026)	(1 964 898)	(1 817 209)
Depreciation	3	(89 974)	(89 801)	(88 722)	(88 017)
Amortisation	4	(4 922)	(8 664)	(4 823)	(8 611)
Bursaries	19	(259 630)	(234 736)	(259 600)	(234 703)
Other operating expenses	18	(1 191 496)	(1 049 558)	(1 195 630)	(1 020 792)
<b>Operating surplus/(deficit)</b>		<b>34 049</b>	<b>(42 484)</b>	<b>91 866</b>	<b>7 539</b>
Share of loss of associate	5	(3 153)	(2 571)	(3 153)	(2 571)
Impairment losses	20	(36 747)	(9 427)	(36 615)	(6 305)
Income from investments	22	308 376	384 707	236 097	269 097
Finance income	23	20 103	18 150	19 547	18 015
Finance costs	23	(20 006)	(18 024)	(19 990)	(18 024)
<b>Surplus for the year</b>		<b>302 622</b>	<b>330 351</b>	<b>287 752</b>	<b>267 751</b>
<b>Other comprehensive income/(loss)</b>					
<b>Items that may be subsequently reclassified to profit or loss</b>					
Fair value adjustments on available-for-sale financial assets	6	21 898	(47 088)	15 663	(13 211)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'		(162 831)	(260 063)	(116 674)	(166 075)
Increase in market value		184 729	212 975	132 337	152 864
<b>Items that will not be subsequently reclassified to profit or loss</b>					
Actuarial gains and (losses) on defined benefit plans	15	(5 484)	(25 718)	(5 484)	(25 718)
<b>Total comprehensive income for the year</b>		<b>319 036</b>	<b>257 545</b>	<b>297 931</b>	<b>228 822</b>
<b>Total comprehensive income attributable to:</b>					
- University		320 170	257 545	297 931	228 822
- Non-Controlling Interests		(1 134)	-	-	-
		<b>319 036</b>	<b>257 545</b>	<b>297 931</b>	<b>228 822</b>
<b>Surplus for the year attributable to:</b>					
- University		303 756	330 351	287 752	267 751
- Non-Controlling Interests		(1 134)	-	-	-
		<b>302 622</b>	<b>330 351</b>	<b>287 752</b>	<b>267 751</b>

**CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2015**

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Controlling Interests R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Balance as at 01 January 2015</b>	1 079 137	152 188	1 231 325	915 031	75 715	990 746	-	594 889	1 893 778	4 710 738
Surplus for the year	51 179	-	51 179	242 519	10 058	252 577	(1 134)	-	-	302 622
Other comprehensive (loss)/income	(5 484)	-	(5 484)	-	-	-	-	21 898	-	16 414
Contributions of equity	-	-	-	-	-	-	3 357	-	-	3 357
<b>Total comprehensive income</b>	<b>45 695</b>	<b>-</b>	<b>45 695</b>	<b>242 519</b>	<b>10 058</b>	<b>252 577</b>	<b>2 223</b>	<b>21 898</b>	<b>-</b>	<b>322 393</b>
Transfers between funds	231 630	(132 152)	99 478	(187 651)	1	(187 650)	-	1	89 307	1 136
<b>Balance as at 31 December 2015</b>	<b>1 356 462</b>	<b>20 036</b>	<b>1 376 498</b>	<b>969 899</b>	<b>85 774</b>	<b>1 055 673</b>	<b>2 223</b>	<b>616 788</b>	<b>1 983 085</b>	<b>5 034 267</b>
<b>Balance as at 01 January 2014</b>	1 302 474	36 602	1 339 076	855 329	68 858	924 187	-	641 977	1 547 819	4 453 059
Share of Loss in associate	2 184	-	2 184	-	-	-	-	-	-	2 184
<b>Surplus for the year</b>	<b>1 304 658</b>	<b>36 602</b>	<b>1 341 260</b>	<b>855 329</b>	<b>68 858</b>	<b>924 187</b>	<b>-</b>	<b>641 977</b>	<b>1 547 819</b>	<b>4 455 243</b>
Other comprehensive (loss)/income	197 311	-	197 311	124 514	8 526	133 040	-	-	-	330 351
Other comprehensive (loss)/income	(25 718)	-	(25 718)	-	-	-	-	(47 088)	-	(72 806)
<b>Total comprehensive income</b>	<b>171 593</b>	<b>-</b>	<b>171 593</b>	<b>124 514</b>	<b>8 526</b>	<b>133 040</b>	<b>-</b>	<b>(47 088)</b>	<b>-</b>	<b>257 545</b>
Transfers between funds	(397 114)	115 586	(281 528)	(64 812)	(1 669)	(66 481)	-	-	345 959	(2 050)
<b>Balance as at 31 December 2014</b>	<b>1 079 137</b>	<b>152 188</b>	<b>1 231 325</b>	<b>915 031</b>	<b>75 715</b>	<b>990 746</b>	<b>-</b>	<b>594 889</b>	<b>1 893 778</b>	<b>4 710 738</b>

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Non-Controlling Interests" has been present since consolidation and is recognised for the first time in 2015 as it was previously not significant.
5. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.

**CONSOLIDATED AND SEPARATE STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2015**

University	Notes	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Restated balance as at 01 January 2015</b>		1 079 137	168 033	1 247 170	332 970	75 715	408 685	464 869	1 897 361	4 018 085
Surplus for the year		49 433	-	49 433	228 261	10 058	238 319	-	-	287 752
Other comprehensive (loss)/income		(5 484)	-	(5 484)	-	-	-	15 663	-	10 179
<b>Total comprehensive income</b>		<b>43 949</b>	<b>-</b>	<b>43 949</b>	<b>228 261</b>	<b>10 058</b>	<b>238 319</b>	<b>15 663</b>	<b>-</b>	<b>297 931</b>
Transfers between funds		233 376	(111 409)	121 964	(205 121)	1	(205 118)	-	85 724	2 570
<b>Balance as at 31 December 2015</b>		<b>1 356 462</b>	<b>56 624</b>	<b>1 413 086</b>	<b>356 110</b>	<b>85 774</b>	<b>441 884</b>	<b>480 532</b>	<b>1 983 085</b>	<b>4 318 587</b>
<b>Balance as at 01 January 2014</b>		1 302 474	45 164	1 347 638	344 684	68 858	413 542	478 081	1 547 818	3 787 079
Share of Loss in associate		2 184	-	2 184	-	-	-	-	-	2 184
Surplus for the year as previously reported		1 304 658	45 164	1 349 822	344 684	68 858	413 542	478 081	1 547 818	3 789 263
Other comprehensive (loss)/income as previously reported		197 307	-	197 307	133 333	8 526	141 859	-	-	339 166
<b>Total comprehensive income as previously reported</b>		<b>(25 718)</b>	<b>-</b>	<b>(25 718)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(47 088)</b>	<b>-</b>	<b>(72 806)</b>
Restated surplus for the year		171 589	-	171 589	133 333	8 526	141 859	(47 088)	-	266 360
Restated other comprehensive (loss)/income	32	197 307	-	197 307	61 918	8 526	70 444	-	-	267 751
<b>Restated total comprehensive income</b>	32	<b>(25 718)</b>	<b>-</b>	<b>(25 718)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(13 211)</b>	<b>-</b>	<b>(38 929)</b>
Transfers between funds		171 589	-	171 589	61 918	8 526	70 444	(13 211)	-	228 822
Restated balance as at 31 December 2014		(397 110)	122 869	(274 241)	(73 632)	(1 669)	(75 301)	(1)	349 543	-
		1 079 137	168 033	1 247 170	332 970	75 715	408 685	464 869	1 897 361	4 018 085

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.
4. "Transfers between funds" include funds reclassified for projects and initiatives approved by the Council, amongst others.



CONSOLIDATED AND SEPARATE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Consolidated		University	
		2015	2014	2015	2014
		R'000	R'000	R'000	Restated R'000
<b>Cash flows from operating activities</b>					
Cash generated from/(utilised in) operations	26	(2 178)	325 944	53 330	363 600
Finance cost	23	(20 006)	(18 024)	(19 990)	(18 024)
Finance income	23	20 103	18 150	19 547	18 015
<b>Net cash generated from operating activities</b>		<b>(2 081)</b>	<b>326 070</b>	<b>52 887</b>	<b>363 591</b>
<b>Cash flows from investing activities</b>					
Purchases of property, plant and equipment	3	(197 154)	(428 553)	(191 142)	(431 165)
Proceeds from disposal of property, plant and equipment	26	15 748	846	16 320	846
Purchases of intangible assets	4	(8 513)	9 688	(500)	11 794
Purchase of investments	6	(816 198)	(1 102 018)	(639 712)	(552 334)
Proceeds from sale of available-for-sale financial assets	6	825 897	1 107 101	605 677	581 942
(Increase) in loan to associate	28	-	(2 000)	-	(2 000)
Interest income	22	99 948	83 687	84 964	71 963
Dividends received	22	45 597	40 956	34 459	31 059
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(34 675)</b>	<b>(290 293)</b>	<b>(89 934)</b>	<b>(287 895)</b>
<b>Cash flows from financing activities</b>					
Repayments of borrowings	10	(3 676)	(3 844)	(3 676)	(3 844)
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(40 432)</b>	<b>30 151</b>	<b>(40 723)</b>	<b>20 858</b>
Cash and cash equivalents at beginning of the year		255 631	225 480	241 709	220 851
<b>Cash and cash equivalents at end of the year</b>	<b>9</b>	<b>215 199</b>	<b>255 631</b>	<b>200 986</b>	<b>241 709</b>

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 1 General information

The consolidated and separate financial statements were authorised for issue by the Council on 09 June 2016.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) and is domiciled in South Africa.

### 2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated. The financial statements are presented in South African Rands (thousands).

#### 2.1 Basis of presentation

The consolidated financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended ("IFRS").

The consolidated and separate financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 28.

##### 2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will be able to operate within its current financing in the short to medium term.

The student protests towards the end of 2015 brought about uncertainty in the funding of the higher education sector. Universities were not able to increase tuition fees in the 2016 financial year as a result. An uncertainty still exists regarding the impact of the "no fee increase" from the 2017 financial year and further. A Presidential Commission of Inquiry has been constituted to advise on the sector funding landscape going forward.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continues to adopt the going concern basis in preparing its annual consolidated and separate financial

##### 2.1.2 Changes in accounting policies and disclosures

During the year, the following amendment of IFRS became effective:

Amendment to IAS 19 'Employee benefits', regarding defined benefit plans (01 July 2014) - These narrow scope amendments apply to contributions from employees or third parties to defined benefit plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example, employee contributions that are calculated according to a fixed percentage of salary.

##### 2.1.3 Changes in accounting policies and disclosures - not yet effective

The University of Johannesburg and its subsidiaries will apply the following standards on the said effective dates.

Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures' on sale or contribution of assets. Postponed (initially 01 January 2016) - The postponement applies to changes introduced by the IASB in 2014 through narrow-scope amendments to IFRS 10 'Consolidated Financial Statements' and IAS 28 'Investments in Associates and Joint Ventures'. Those changes affect how an entity should determine any gain or loss it recognises when assets are sold or contributed between the entity and an associate or joint venture in which it invests. The changes do not affect other aspects of how entities account for their investments in associates and joint ventures.

Amendments to IFRS 10, 'Consolidated financial statements' and IAS 28, 'Investments in associates and joint ventures' on applying the consolidation exemption (01 January 2016) - The amendments clarify the application of the consolidation exception for investment entities and their subsidiaries.

Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation. (01 January 2016) - This amendment adds new guidance on how to account for the acquisition of an interest in a joint operation that constitutes a business. The amendments specify the appropriate accounting treatment for such acquisitions.

Amendments to IAS 1, 'Presentation of financial statements' disclosure initiative. (01 January 2016) - In December 2014 the IASB issued amendments to clarify guidance in IAS 1 on materiality and aggregation, the presentation of subtotals, the structure of financial statements and the disclosure of accounting policies.

Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortisation. (01 January 2016) - In this amendment the IASB has clarified that the use of revenue based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodied in the asset. The IASB has also clarified that revenue is generally presumed to be an inappropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.1.3 Changes in accounting policies and disclosures - not yet effective (continued)

Amendments to IAS 27, 'Separate financial statements' on equity accounting. (01 January 2016) - In this amendment the IASB has restored the option to use the equity method to account for investments in subsidiaries, joint ventures and associates in an entity's separate financial statements.

Amendment to IAS 12 – Income taxes. (01 January 2017) - The amendments were issued to clarify the requirements for recognising deferred tax assets on unrealised losses. The amendments clarify the accounting for deferred tax where an asset is measured at fair value and that fair value is below the asset's tax base. They also clarify certain other aspects of accounting for deferred tax assets. The amendments clarify the existing guidance under IAS 12. They do not change the underlying principles for the recognition of deferred tax assets.

Amendment to IAS 7 – Cash flow statements. (01 January 2017) - In January 2016, the International Accounting Standards Board (IASB) issued an amendment to IAS 7 introducing an additional disclosure that will enable users of financial statements to evaluate changes in liabilities arising from financing activities. The amendment responds to requests from investors for information that helps them better understand changes in an entity's debt. The amendment will affect every entity preparing IFRS financial statements.

IFRS 15 – Revenue from contracts with customers. (01 January 2018) - The FASB and IASB issued their long awaited converged standard on revenue recognition on 29 May 2014. It is a single, comprehensive revenue recognition model for all contracts with customers to achieve greater consistency in the recognition and presentation of revenue. Revenue is recognised based on the satisfaction of performance obligations, which occurs when control of good or service transfers to a customer.

IFRS 9 – Financial Instruments (2009 & 2010) • Financial liabilities; • Derecognition of financial instruments; • Financial assets; • General hedge accounting. (01 January 2018) - This IFRS is part of the IASB's project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value. The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and derecognition of financial instruments. The accounting and presentation for financial liabilities and for derecognising financial instruments has been relocated from IAS 39, 'Financial instruments: Recognition and measurement', without change, except for financial liabilities that are designated at fair value through profit or loss.

Amendment to IFRS 9 -'Financial instruments', on general hedge accounting. (01 January 2018) - The IASB has amended IFRS 9 to align hedge accounting more closely with an entity's risk management. The revised standard also establishes a more principles-based approach to hedge accounting and addresses inconsistencies and weaknesses in the current model in IAS 39.

IFRS 16 – Leases. (01 January 2019) - After ten years of joint drafting by the IASB and FASB they decided that lessees should be required to recognise assets and liabilities arising from all leases (with limited exceptions) on the balance sheet. Lessor accounting has not substantially changed in the new standard. The model reflects that, at the start of a lease, the lessee obtains the right to use an asset for a period of time and has an obligation to pay for that right. In response to concerns expressed about the cost and complexity to apply the requirements to large volumes of small assets, the IASB decided not to require a lessee to recognise assets and liabilities for short-term leases (less than 12 months), and leases for which the underlying asset is of low value (such as laptops and office furniture). A lessee measures lease liabilities at the present value of future lease payments. A lessee measures lease assets, initially at the same amount as lease liabilities, and also includes costs directly related to entering into the lease. Lease assets are amortised in a similar way to other assets such as property, plant and equipment. This approach will result in a more faithful representation of a lessee's assets and liabilities and, together with enhanced disclosures, will provide greater transparency of a lessee's financial leverage and capital employed.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.2 Consolidation

#### 2.2.1 Subsidiaries

##### a) Acquisition of subsidiaries

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the University. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

Subsidiaries are fully consolidated from the date on which control is transferred to the University.

The University recognised any non-controlling interests in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement.

Any contingent consideration to be transferred by the University is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the University's accounting policies.

##### b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

##### (c) Disposal of subsidiaries

When the University ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the University had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

#### 2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
  - o Restricted funds
  - o Unrestricted funds
    - Designated/Committed funds
    - Undesignated funds

#### 2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

#### 2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- o National Research Foundation and similar funds – restricted use
- o Endowment funds – restricted use
- o Bursaries and scholarship funds – restricted use
- o Residences funds - restricted use
- o Funds attributable to fair value adjustments
- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

##### a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of "unrestricted funds". Under the grouping "Designated-use funds" a further category is used, namely "Committed funds", this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
  - o Personal research funds
  - o Departmental reserve funds
  - o Departmental bursaries funds
  - o Division reserve funds
  - o Bursaries and scholarships
  - o Maintenance of property, plant and equipment
  - o Replacement of plant and equipment
  - o Acquisition of library and art collections
- Committed funds
  - o Capital projects
  - o Future pension fund shortfalls

##### b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the University.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.4 Foreign currency translation

#### a) Functional and presentation currency

Items included in the consolidated and separate financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated and separate financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

#### b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within 'other operating expenses'.

### 2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably.

The carrying amount of a replaced part is derecognised.

Library purchases are written-off in the year of acquisition.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Category	Years
Buildings	80 to 100 years
Lifts	40 years
Air-conditioner plants	20 years (adjusted from 15 years)
Electric generators	20 years (adjusted from 15 years)
Air-conditioners	15 years
Uninterrupted power supply	15 years (new category)
Gas boilers	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	8 years
Network and mainframe computer	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which it is incurred. It is policy that the university only capitalise assets with a value in excess of R15 000, any other assets are expensed in the year that they are acquired.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

The changes in useful lives, shown above, were accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only applied to assets which still had a book value at the time of adjustment.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating surplus/(losses).

### 2.6 Intangible assets

#### a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

#### b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

### 2.8 Financial assets

#### 2.8.1 Classification

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

##### a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

##### b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

#### 2.8.2 Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted closing prices as this is most representative of fair value in the circumstance. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the statement of comprehensive income within 'income from investments'.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

#### 2.8.3 Impairment of financial assets

##### (a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) by the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision for impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the consolidated statement of comprehensive income.



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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.8.3 Impairment of financial assets (continued)

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the asset is impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10% of the value of the investment over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

### 2.8.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

### 2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

### 2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

### 2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

### 2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.13 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

In determining whether the University has access to a surplus on the plans, the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.14 Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

### 2.15 Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

### 2.16 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

#### 2.16.1 Tuition and other fee income

Tuition fees are recognised in the period to which they relate and at the time that they are formally billed. The revenue is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

#### 2.16.2 State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

#### 2.16.3 Research income

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

#### 2.16.4 Donations

Donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

#### 2.16.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

#### 2.16.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 2.16.7 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

#### 2.16.7.1 Grants with specific conditions

These are grants with specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore are recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of financial position.

#### 2.16.7.2 Grants with no specific conditions

These are grants with no specific conditions in relation to either the expense they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, the period in which they need to be spent or conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, are transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

### 2.16.8 Rental income

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

### 2.16.9 Finance income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

### 2.17 Accounting for leases

#### 2.17.1 Operating leases

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

#### 2.17.2 Finance leases

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

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**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015****2.18 Government grants**

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

**2.19 Derivative financial instruments**

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

**2.20 Provisions**

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

**2.21 Tax**

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

3 Property, plant and equipment

Consolidated	Network & Mainframe												
	Vehicles	Computer equipment	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Lifts	Uninterrupted power supply	Buildings	Total	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
2015													
Cost as at 1 January 2015													
Additions during the year	43 664	59 941	30 173	378 509	17 092	597	9 958	31 452	39 568	65 564	1 859 977	2 536 495	
Written off as a result of government grants received	4 976	13 652	4 296	60 352	263	-	5 281	2 394	1 565	675	221 164	314 618	
Reclassifications	-	-	-	(8 299)	-	-	-	-	-	-	(109 165)	(117 464)	
Disposals during the year	(1 860)	(582)	(1 422)	(5 334)	-	(173)	-	-	-	-	5 507	-	
				(619)	-	-	-	(413)	(777)	-	(21 906)	(27 579)	
Cost as at 31 December 2015	46 780	73 011	33 047	424 609	17 355	424	15 239	33 433	40 356	66 239	1 955 577	2 706 070	
Accumulated depreciation as at 1 January 2015													
Current year depreciation	(22 547)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(799)	(9 296)	(8 217)	(33 665)	(277 957)	(552 656)	
Depreciation on reclassifications	(6 366)	(13 840)	(3 183)	(37 985)	(896)	(22)	(952)	(1 987)	(970)	(4 934)	(18 839)	(89 974)	
Depreciation on disposals made during the year	-	-	-	(116)	-	118	-	-	-	-	(2)	-	
	612	582	1 914	594	(38)	-	(53)	139	777	33	7 547	12 107	
Accumulated depreciation as at 31 December 2015	(28 301)	(41 950)	(24 642)	(176 465)	(9 620)	(370)	(1 804)	(11 144)	(8 410)	(38 566)	(289 251)	(630 523)	
Net carrying amount													
Cost as at 31 December 2015	46 780	73 011	33 047	424 609	17 355	424	15 239	33 433	40 356	66 239	1 955 577	2 706 070	
Accumulated depreciation as at 31 December 2015	(28 301)	(41 950)	(24 642)	(176 465)	(9 620)	(370)	(1 804)	(11 144)	(8 410)	(38 566)	(289 251)	(630 523)	
Net carrying amount as at 31 December 2015	18 479	31 061	8 405	248 144	7 735	54	13 435	22 289	31 946	27 673	1 666 326	2 075 547	
Assets with zero net carrying value as at 31 December 2015 included in the balance above.	6 538	10 487	17 529	19 141	1 800	288	-	2 677	-	25 040	886	84 386	

As of 31 December 2015, assets to the amount of R566 167 (2014: R448 803) were capitalised and written off in full as a result of government grants received (Note 2.18).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

3 Property, plant and equipment

Consolidated	Network & Mainframe											
	Vehicles	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Lifts	Uninterrupted power supply	Buildings	Total	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
2014												
Cost as at 1 January 2014	39 602	48 851	31 830	14 977	597	3 003	30 431	20 623	63 055	1 568 612	2 124 039	
Additions during the year	4 755	17 678	2 182	1 812	-	9 855	967	19 086	2 509	291 385	428 553	
Adjustment	-	-	-	(2)	-	-	-	-	-	79	77	
Reclassifications	-	-	-	303	-	-	54	-	-	(52)	(176)	
Disposals during the year	(693)	(6 588)	(3 839)	-	-	(2 900)	-	(141)	-	(47)	(15 998)	
Cost as at 31 December 2014	43 664	59 941	30 173	17 092	597	9 958	31 452	39 568	65 564	1 859 977	2 536 495	
Accumulated depreciation as at 1 January 2014	(17 081)	(22 508)	(22 990)	(7 199)	(435)	(2 947)	(7 368)	(7 752)	(23 176)	(259 228)	(478 123)	
Current year depreciation	(5 845)	(12 772)	(3 799)	(1 483)	(31)	(752)	(1 913)	(606)	(10 489)	(19 282)	(89 801)	
Depreciation on disposals made during the year	(5)	-	(57)	-	-	-	(15)	-	-	-	(94)	
Depreciation on reclassifications	384	6 588	3 473	(4)	-	2 900	-	141	-	553	15 362	
Accumulated depreciation as at 31 December 2014	(22 547)	(28 692)	(23 373)	(8 686)	(466)	(799)	(9 296)	(8 217)	(33 665)	(277 957)	(552 656)	
Net carrying amount												
Cost as at 31 December 2014	43 664	59 941	30 173	17 092	597	9 958	31 452	39 568	65 564	1 859 977	2 536 495	
Accumulated depreciation as at 31 December 2014	(22 547)	(28 692)	(23 373)	(8 686)	(466)	(799)	(9 296)	(8 217)	(33 665)	(277 957)	(552 656)	
Net carrying amount as at 31 December 2014	21 117	31 249	6 800	8 406	131	9 159	22 156	31 351	31 899	1 582 020	1 983 839	
Assets with zero net carrying value as at 31 December 2014 included in the balances above.	6 698	5 679	14 090	1 800	288	2 677	-	777	-	23 605	66 301	

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.



NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

3 Property, plant and equipment

University	Network & Mainframe computer equipment												Total
	Vehicles	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Lifts	Uninterrupted power supply	Buildings			
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
2015													
Cost as at 1 January 2015	44 747	59 941	376 753	17 091	597	9 958	31 452	39 568	65 564	1 796 550		2 471 027	
Additions during the year	3 594	13 652	60 217	263	-	5 280	2 395	-	675	218 386		308 506	
Written off as a result of government grants received	-	-	(8 299)	-	-	-	-	-	-	(109 065)		(117 364)	
Reclassifications	-	-	(5 334)	-	(173)	-	-	-	-	5 507		-	
Disposals during the year	(1 860)	(582)	(619)	-	-	-	(413)	(777)	-	(21 906)		(27 561)	
Cost as at 31 December 2015	46 481	73 011	422 718	17 354	424	15 238	33 434	38 791	66 239	1 889 472		2 634 608	
Accumulated depreciation as at 1 January 2015													
Current year depreciation	(22 546)	(28 692)	(138 958)	(8 686)	(466)	(800)	(9 295)	(8 217)	-	(309 466)		(550 499)	
Depreciation on reclassifications	(6 329)	(13 840)	(37 785)	(896)	(22)	(952)	(1 987)	(970)	(4 934)	(18 163)		(88 722)	
Depreciation on disposals made during the year	-	-	(116)	-	118	-	-	-	-	(2)		-	
	687	582	939	(38)	-	(53)	139	777	33	6 674		11 517	
Accumulated depreciation as at 31 December 2015	(28 188)	(41 950)	(175 920)	(9 620)	(370)	(1 805)	(11 143)	(8 410)	(4 901)	(320 957)		(627 704)	
Net carrying amount													
Cost as at 31 December 2015	46 481	73 011	422 718	17 354	424	15 238	33 434	38 791	66 239	1 889 472		2 634 608	
Accumulated depreciation as at 31 December 2015	(28 188)	(41 950)	(175 920)	(9 620)	(370)	(1 805)	(11 143)	(8 410)	(4 901)	(320 957)		(627 704)	
Net carrying amount as at 31 December 2015	18 293	31 062	246 798	7 734	54	13 433	22 291	30 381	61 338	1 568 515		2 006 904	
Assets with zero net carrying value as at 31 December 2015 included in the balances above.	6 538	10 487	19 141	1 800	288	-	2 677	-	25 040	886		84 386	
As of 31 December 2015, assets to the amount of R566 167 (2014: R448 803) were capitalised and written off in full as a result of government grants received (Note 2.18).													

As of 31 December 2015, assets to the amount of R566 167 (2014: R448 803) were capitalised and written off in full as a result of government grants received (Note 2.18).

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

3 Property, plant and equipment

University	Network & Mainframe												
	Vehicles	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air-conditioner plants	Air-conditioners	Lifts	Uninterrupted power supply	Buildings	Total		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
2014													
Cost as at 1 January 2014	39 304	48 851	30 909	14 977	597	3 003	30 431	20 623	63 055	1 503 524	2 056 036		
Additions during the year	6 136	17 678	1 736	1 811	-	9 855	967	19 086	2 509	293 125	431 165		
Adjustment	-	-	-	-	-	-	-	-	-	-	-		
Reclassifications	-	-	-	303	-	-	54	-	-	(52)	(176)		
Disposals during the year	(693)	(6 588)	(3 839)	-	-	(2 900)	-	(141)	-	(47)	(15 998)		
Cost as at 31 December 2014	44 747	59 941	28 806	17 091	597	9 958	31 452	39 568	65 564	1 796 550	2 471 027		
Accumulated depreciation as at 1 January 2014	(17 085)	(22 508)	(22 991)	(7 199)	(435)	(2 948)	(7 367)	(7 752)	-	(282 068)	(477 792)		
Current year depreciation	(5 845)	(12 772)	(3 799)	(1 483)	(31)	(752)	(1 913)	(606)	-	(27 987)	(88 017)		
Depreciation on disposals made during the year	-	-	(56)	-	-	-	(15)	-	-	36	(52)		
Depreciation on reclassifications	384	6 588	3 473	(4)	-	2 900	-	141	-	553	15 362		
Accumulated depreciation as at 31 December 2014	(22 546)	(28 692)	(23 373)	(8 686)	(466)	(800)	(9 295)	(8 217)	-	(309 466)	(550 499)		
Net carrying amount													
Cost as at 31 December 2014	44 747	59 941	28 806	17 091	597	9 958	31 452	39 568	65 564	1 796 550	2 471 027		
Accumulated depreciation as at 31 December 2014	(22 546)	(28 692)	(23 373)	(8 686)	(466)	(800)	(9 295)	(8 217)	-	(309 466)	(550 499)		
Net carrying amount as at 31 December 2014	22 201	31 250	5 433	8 405	131	9 158	22 157	31 351	65 564	1 487 084	1 920 528		
Assets with zero net carrying value as at 31 December 2014 included in the balance above.													
	6 698	5 679	14 090	1 800	288	2 677		777		23 605	66 301		

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

4 Intangible assets

Consolidated	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2015 R'000	2015 R'000	2015 R'000	2014 R'000	2014 R'000	2014 R'000
<b>Period end</b>						
<b>Cost</b>						
Opening cost	1 192	27 336	28 528	1 144	37 072	38 216
Additions	-	8 513	8 513	48	14 083	14 131
Disposal	-	-	-	-	(23 819)	(23 819)
Adjustment	-	-	-	-	-	-
<b>Total cost</b>	<b>1 192</b>	<b>35 849</b>	<b>37 041</b>	<b>1 192</b>	<b>27 336</b>	<b>28 528</b>
<b>Amortisation</b>						
Opening balance	-	(17 451)	(17 451)	-	(32 603)	(32 603)
Amortisation charge for the year	-	(4 922)	(4 922)	-	(8 664)	(8 664)
Amortisation on disposals	-	-	-	-	23 816	23 816
Adjustment	-	-	-	-	-	-
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(22 373)</b>	<b>(22 373)</b>	<b>-</b>	<b>(17 451)</b>	<b>(17 451)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	35 849	37 041	1 192	27 336	28 528
Accumulated amortisation as at 31 December	-	(22 373)	(22 373)	-	(17 451)	(17 451)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>13 477</b>	<b>14 669</b>	<b>1 192</b>	<b>9 886</b>	<b>11 078</b>

University	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2015 R'000	2015 R'000	2015 R'000	2014 R'000	2014 R'000	2014 R'000
<b>Year ended 31 December</b>						
<b>Cost</b>						
Opening cost	1 192	24 134	25 326	1 144	35 976	37 120
Additions	-	500	500	48	11 977	12 025
Disposal	-	-	-	-	(23 819)	(23 819)
Adjustment	-	-	-	-	-	-
<b>Total cost</b>	<b>1 192</b>	<b>24 634</b>	<b>25 826</b>	<b>1 192</b>	<b>24 134</b>	<b>25 326</b>
<b>Amortisation</b>						
Opening balance	-	(17 359)	(17 359)	-	(32 567)	(32 567)
Amortisation charge for the year	-	(4 823)	(4 823)	-	(8 611)	(8 611)
Amortisation on disposals	-	-	-	-	23 819	23 819
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(22 182)</b>	<b>(22 182)</b>	<b>-</b>	<b>(17 359)</b>	<b>(17 359)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	24 634	25 826	1 192	24 134	25 326
Accumulated amortisation as at 31 December	-	(22 182)	(22 182)	-	(17 359)	(17 359)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>2 452</b>	<b>3 644</b>	<b>1 192</b>	<b>6 775</b>	<b>7 967</b>

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**5 Investments in subsidiaries, associates and joint ventures**

**Investments in subsidiaries and other entities**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Investment – 1 January	3 875	2 074	83 389	81 396
Plus: additions during the year	405	1 801	6 648	1 993
Less: disposals during the year	-	-	-	-
Investment – 31 December	<b>4 280</b>	<b>3 875</b>	<b>90 037</b>	<b>83 389</b>

**Investment in associates and joint ventures**

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The University's shareholding is 27.64%. The company does not share the same year end as the University, as its year end is 28 February.

There were no changes to the University's shareholding in PTIP during 2015.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Cost of investment – 1 January	9 141	9 141	9 141	9 141
Total loan to associate opening balance	92 171	90 171	92 171	90 171
Additional loan to associate	-	2 000	-	2 000
Accumulated impairment recognised - 1 January	(16 127)	(16 127)	(16 127)	(16 127)
Additional impairment of loan to associate	(32 953)	-	(32 953)	-
Plus: share of associate's post tax (loss)	(3 153)	(2 571)	(3 153)	(2 571)
Less: dividend distributions received	-	-	-	-
Plus/(minus) share of items recognised in other comprehensive income	-	-	-	-
Cost of investment – 31 December	<b>49 079</b>	<b>82 614</b>	<b>49 079</b>	<b>82 614</b>

The value of the University's investment in PTIP, net of cumulative share of losses recognised, as at 31 December 2015 is Consolidated R1 233 / University R1 233 (2014: Consolidated R4 386 / University R4 386).

**Impairment losses**

Subsequent to the testing of external loan accounts, an additional impairment of the loan to PTIP was calculated to the amount of Consolidated R32 953 / University R32 953 (2014: Consolidated R0 / University R0). The accumulated impairment recognised at year end is at 50% of the total investment.

<b>53 359</b>	<b>86 489</b>	<b>139 116</b>	<b>166 003</b>
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**6 Available-for-sale financial assets**

<b>Consolidated</b>	<b>Cost</b>	<b>Market Value</b>	<b>Cost</b>	<b>Market Value</b>
	<b>2015</b>	<b>2015</b>	<b>2014</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Opening balance 1 January	2 532 931	3 103 883	2 314 856	2 965 750
Cost of additions during the year	816 198	819 991	1 102 018	1 069 164
Disposals during the year	(660 926)	(660 028)	(874 516)	(874 516)
Impairment of shares	(3 794)	(3 794)	(9 427)	(9 427)
Fair value adjustments on available-for-sale financial assets	-	21 898	-	(47 088)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(162 831)	-	(260 063)
Increase / (decrease) in market value recognised in other comprehensive income	-	184 729	-	212 975
	<b>2 684 409</b>	<b>3 281 950</b>	<b>2 532 931</b>	<b>3 103 883</b>

Available-for-sale financial assets include the following:

Government bonds and stocks	389 520	378 907	177 773	179 327
Listed - stocks and debentures	307 588	301 023	365 303	382 008
Listed - shares	1 472 447	2 085 189	1 551 639	2 105 432
Fixed deposits	59 392	59 392	22 632	22 707
Other deposits	449 744	452 362	408 742	407 567
Other loans	900	900	1 401	1 401
Endowment policies	4 818	4 177	5 441	5 441
	<b>2 684 409</b>	<b>3 281 950</b>	<b>2 532 931</b>	<b>3 103 883</b>

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**6 Available-for-sale financial assets (continued)**

University	Cost	Market Value	Cost	Market Value
	2015	2015	2014	2014
	R'000	R'000	Restated R'000	Restated R'000
Opening balance 1 January	1 973 969	2 414 901	1 869 184	2 306 182
Cost of additions during the year	627 766	631 579	552 334	569 479
Disposals during the year	(483 101)	(482 205)	(441 244)	(441 244)
Impairment of shares	(3 662)	(3 662)	(6 305)	(6 305)
Fair value adjustments on available-for-sale financial assets	-	15 663	-	(13 211)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(116 674)	-	(166 075)
Increase / (decrease) in market value recognised in other comprehensive income	-	132 337	-	152 864
	<b>2 114 972</b>	<b>2 576 276</b>	<b>1 973 969</b>	<b>2 414 901</b>

Available-for-sale financial assets include the following:

Government bonds and stocks	333 958	323 428	63 679	58 836
Listed - stocks and debentures	233 966	223 642	365 303	382 008
Listed - shares	1 078 180	1 558 617	1 149 616	1 579 892
Fixed deposits	59 392	59 392	22 632	22 707
Other deposits	360 514	362 876	342 798	341 517
Other loans	44 144	44 144	24 500	24 500
Endowment policies	4 818	4 177	5 441	5 441
	<b>2 114 972</b>	<b>2 576 276</b>	<b>1 973 969</b>	<b>2 414 901</b>

A register of the investments can be obtained from the University of Johannesburg's Cash Management office. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies, including discounted cash flow analysis, as at 31 December 2015. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rands (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale.

**Impairment losses**

Impairment indicators were identified at year end which lead to impairment testing of shares. Subsequent to the testing, shares were impaired to the amount of Consolidated R3 794 / University R3 662 (2014: Consolidated R9 427 / University Restated R6 305)

**7 Inventories**

	Consolidated		University	
	2015 R'000	2014 R'000	2015 R'000	2014 R'000
Consumables at cost	6 826	4 197	6 826	4 197
	<b>6 826</b>	<b>4 197</b>	<b>6 826</b>	<b>4 197</b>

The cost of inventories recognised as an expense and included in items within 'other operating expenses' amounted to Consolidated R20 902 / University R20 902 (2014: Consolidated R12 847 / University R12 847).

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**8 Trade receivables and prepayments**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Student receivables	405 708	250 235	405 708	250 235
Less: Provision for impairment	(132 416)	(144 198)	(132 416)	(144 198)
Student receivables - net carrying amount	<u>273 292</u>	<u>106 037</u>	<u>273 292</u>	<u>106 037</u>
Other receivables	103 603	70 744	98 086	69 219
Advances and pre-payments	30 470	22 714	30 470	22 714
Deposits	2 210	2 115	2 210	2 115
Staff loans, receivables and advances	646	323	246	323
Value Added Tax	1 614	-	1 343	-
Non-student receivables - net carrying amount	<u>68 663</u>	<u>45 592</u>	<u>63 817</u>	<u>44 067</u>
Non-student receivables	73 641	47 251	68 795	45 726
Less: Provision for impairment	(4 978)	(1 659)	(4 978)	(1 659)
	<u><b>376 895</b></u>	<u><b>176 781</b></u>	<u><b>371 378</b></u>	<u><b>175 256</b></u>

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rands (R).

The University does not hold any collateral as security.

Refer to note 26.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

**Student receivables**

As of 31 December 2015, student receivables of Consolidated R273 292 / University R273 292 (2014: Consolidated R106 037 / University R106 037) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
The ageing of these receivables is as follows:				
Students enrolled in current year	<u>273 292</u>	<u>106 037</u>	<u>273 292</u>	<u>106 037</u>
	<u><b>273 292</b></u>	<u><b>106 037</b></u>	<u><b>273 292</b></u>	<u><b>106 037</b></u>

As of 31 December 2015, student receivables of Consolidated R132 416 / University R132 416 (2014: Consolidated R144 198 / University R144 198) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It is expected that a portion of the student receivables will be recovered from collection efforts both from the University and collection agents.

The ageing of this provision is as follows:

Students enrolled in current year	44 645	68 034	44 645	68 034
Students enrolled in prior year	53 360	45 292	53 360	45 292
Students enrolled more than two years ago	<u>34 411</u>	<u>30 872</u>	<u>34 411</u>	<u>30 872</u>
	<u><b>132 416</b></u>	<u><b>144 198</b></u>	<u><b>132 416</b></u>	<u><b>144 198</b></u>

Movements in the provision for impairment of student receivables are as follows:

At 1 January				
Provision for impairment	144 198	129 027	144 198	129 027
Increase in provision for receivables impaired	19 090	42 261	19 090	42 261
Receivables written off during the year as uncollectible	<u>(30 872)</u>	<u>(27 090)</u>	<u>(30 872)</u>	<u>(27 090)</u>
At 31 December	<u><b>132 416</b></u>	<u><b>144 198</b></u>	<u><b>132 416</b></u>	<u><b>144 198</b></u>

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

As of 31 December 2015, student receivables include NSFAS receivables of Consolidated R76 766 / University R76 766 (2014: Consolidated R105 807 / University R105 807).

## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 8 Trade receivables and prepayments (continued)

#### Other receivables:

As of 31 December 2015, other trade receivables of Consolidated R103 603 / University R98 086 (2014: Consolidated R70 744 / University R69 219) were fully performing.

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Up to 3 months	103 603	70 744	98 086	69 219
3 to 6 months	-	-	-	-
	<b>103 603</b>	<b>70 744</b>	<b>98 086</b>	<b>69 219</b>

As of 31 December 2015, other trade receivables of Consolidated R4 978 / University R4 978 (2014: Consolidated R1 659 / University R1 659) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of the provision is as follows:

3 to 6 months	1 536	512	1 536	512
Over 6 months	3 442	1 147	3 442	1 147
	<b>4 978</b>	<b>1 659</b>	<b>4 978</b>	<b>1 659</b>

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	1 659	3 568	1 659	3 568
Provision for impairment	3 367	(1 844)	3 367	(1 844)
Receivables written-off during the year	(48)	(65)	(48)	(65)
At 31 December	<b>4 978</b>	<b>1 659</b>	<b>4 978</b>	<b>1 659</b>

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

### 9 Cash and cash equivalents

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Call deposits, cash in the bank and cash on hand	121 961	125 568	107 749	111 646
Short term deposits	93 238	130 063	93 237	130 063
	<b>215 199</b>	<b>255 631</b>	<b>200 986</b>	<b>241 709</b>

The fair value of cash and cash equivalents approximates its carrying amount.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rands (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is discussed in note 26.

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	238	1 250	238	1 250
ABSA fixed deposit	-	110	-	110
Erf 3, Uitsaaisentrum, IR Gauteng	-	5 000	-	5 000
Portion 684, Doornfontein, IR Transvaal	-	2 000	-	2 000
Erf 636, Doornfontein, IR Transvaal	-	2 000	-	2 000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	-	2 280	-	2 280

The following facilities have been approved by ABSA Bank:

Credit cards	2 000	2 000	2 000	2 000
Fleet cards	1 200	1 200	1 200	1 200
Letters of credit	2 000	2 000	2 000	2 000
Absa housing scheme	500	500	500	500
Automated clearing bureau credits	15 900	15 900	15 900	15 900
Automated clearing bureau debits	450	450	450	450
Forward exchange contracts	300	300	300	300
Foreign exchange settlement limit	3 000	3 000	3 000	3 000

The following facilities have been approved by Bidvest:

Spot	10 000	10 000	10 000	10 000
Forward	10 000	10 000	10 000	10 000
Trade	10 000	10 000	10 000	10 000



NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

10 Borrowings

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Long-term borrowings	27 457	31 134	27 457	31 134
Current portion transferred to current liabilities	(4 519)	(3 849)	(4 519)	(3 849)
	<u>22 938</u>	<u>27 285</u>	<u>22 938</u>	<u>27 285</u>
a) Government loans secured by increment guarantees	3 558	3 966	3 558	3 966
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
b) Loans secured by Government guarantees	963	1 185	963	1 185
Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.				
c) Other secured loans - Quantim Capital and INCA	22 936	25 982	22 936	25 982
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings.				
	<u>27 457</u>	<u>31 133</u>	<u>27 457</u>	<u>31 133</u>
The reprising dates of the University's borrowings at the reporting dates are as follows:				
Up to 1 year	4 519	3 849	4 519	3 849
Between 1 and 2 years	5 516	4 519	5 516	4 519
Between 2 and 5 years	15 788	20 696	15 788	20 696
After 5 years	1 634	2 071	1 634	2 071
	<u>27 457</u>	<u>31 135</u>	<u>27 457</u>	<u>31 135</u>
Less: current portion	(4 519)	(3 849)	(4 519)	(3 849)
	<u>22 938</u>	<u>27 286</u>	<u>22 938</u>	<u>27 286</u>

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rands (R).

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**11 Student deposits and accounts in credit**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
At 1 January	111 498	101 027	111 498	101 714
Deferred during the year	4 838	16 733	4 838	16 046
Credited to the statement of comprehensive income	(10 597)	(6 262)	(10 597)	(6 262)
At 31 December	105 739	111 498	105 739	111 498
Less: current portion	(105 739)	(111 498)	(105 739)	(111 498)
Included in non-current liabilities	-	-	-	-
Non-current portion	-	-	-	-

Included in the current portion is an amount for student accounts in credit of Consolidated R95 051 / University R95 051 (2014: Consolidated R91 867 / University R91 867).

**12 Deferred revenue**

The Minister of Higher Education and Training has approved student enrolment plans for all higher education institutions for the period up to 2015. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Opening balance as at 1 January	194 052	194 052	194 052	194 052
Grants received during the year	-	-	-	-
Grants utilised to reduce asset cost	(117 364)	-	(117 364)	-
	76 688	194 052	76 688	194 052
Current portion transferred to current liabilities	(76 688)	(76 688)	(76 688)	(76 688)
	-	117 364	-	117 364

**13 Trade payables, accruals and other liabilities**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Trade payables	409 325	228 291	406 702	229 686
Accruals	79 470	69 389	79 036	69 378
Leave pay accrual	71 631	66 695	71 631	66 695
Bonus accrual	21 950	30 779	21 950	30 779
Income Tax payable by subsidiaries	578	-	-	-
Value Added Tax	-	10 824	-	10 756
	<b>582 954</b>	<b>405 978</b>	<b>579 319</b>	<b>407 294</b>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

**14 Personnel costs**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Academic professionals	912 268	864 270	894 242	851 701
Other personnel	923 441	842 798	905 194	830 541
Other post-retirement costs	37 281	31 507	36 545	31 049
Pension cost - defined contribution plans	119 912	94 636	117 543	93 260
Pension cost - defined benefit plans	11 604	10 815	11 374	10 658
	<b>2 004 506</b>	<b>1 844 026</b>	<b>1 964 898</b>	<b>1 817 209</b>

Average number of personnel in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	3 224	3 158	3 179	3 136
Part Time	3 515	3 355	3 442	3 279

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15 Long term employee benefits**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Post-retirement medical benefits	210 378	200 859	210 378	200 859
UJ Long service awards	40 194	33 354	40 194	33 354
	<b>250 572</b>	<b>234 213</b>	<b>250 572</b>	<b>234 213</b>
Reconciliation of the actuarial gains / (losses) on long term employee benefits:				
- Post-retirement medical benefits	4 455	(17 802)	4 455	(17 802)
- UJ Pension fund	142 438	31 732	142 438	31 732
- UJ Disability fund	(1 184)	4 462	(1 184)	4 462
- UJ Long service awards	2 185	(1 765)	2 185	(1 765)
	<b>147 894</b>	<b>16 627</b>	<b>147 894</b>	<b>16 627</b>
Reconciliation of the change in asset limit:				
- UJ Pension fund	(153 729)	(33 391)	(153 729)	(33 391)
- UJ Disability fund	351	(8 954)	351	(8 954)
	<b>(153 378)</b>	<b>(42 345)</b>	<b>(153 378)</b>	<b>(42 345)</b>
Actuarial (losses) on defined benefit plans	<b>(5 484)</b>	<b>(25 718)</b>	<b>(5 484)</b>	<b>(25 718)</b>
UJ pension fund (Note 15.2)	53 232	65 715	53 232	65 715
Amounts for the latest actuarial valuation and previous four periods are as follows:				
	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Defined benefit obligation	183 738	182 081	(170 287)	(234 213)
Fair value of plan assets	(53 665)	(55 829)	68 681	65 715
Retirement benefit obligation	130 073	126 252	(101 606)	(168 498)
				(197 340)

**15.1 Post-retirement medical benefits - Wholly unfunded**

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2015.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Present value of the obligation	(210 378)	(200 859)	(210 378)	(200 859)
	<b>(210 378)</b>	<b>(200 859)</b>	<b>(210 378)</b>	<b>(200 859)</b>
Reconciliation of the movement in the defined benefit obligation:				
Present value of obligation: beginning of the year	(200 859)	(170 287)	(200 859)	(170 287)
Current service cost	(4 400)	(3 720)	(4 400)	(3 720)
Interest cost	(17 687)	(16 307)	(17 687)	(16 307)
Benefits paid	8 113	7 257	8 113	7 257
	(214 833)	(183 057)	(214 833)	(183 057)
Remeasurements:				
- (Gain)/loss from change in financial assumptions	(10 123)	15 236	(10 123)	15 236
- (Gain)/loss from change in demographic assumptions	5 668	2 566	5 668	2 566
	(4 455)	17 802	(4 455)	17 802
Present value of obligation: end of the period	<b>(210 378)</b>	<b>(200 859)</b>	<b>(210 378)</b>	<b>(200 859)</b>

**The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:**

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15.1 Post-retirement medical benefits - Wholly unfunded (continued)**

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Effective date of assumptions	31 Dec 2015	31 Dec 2014	31 Dec 2015	31 Dec 2014
Post retirement plan				
Discount rate	10.80%	9.00%	10.80%	9.00%
Health care cost inflation	10.30%	8.80%	10.30%	8.80%
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	8.30%	6.80%	8.30%	6.80%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(9 287)	(8 113)	(9 287)	(8 113)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	<b>Change in assumption</b>	<b>Impact on defined benefit obligation</b>	
		<b>Increase in assumption</b>	<b>Decrease in assumption</b>
Healthcare cost inflation	1%	Increase by 14.8%	Decrease by 12.1%
Discount rate	1%	Decrease by 12.3%	Increase by 15.3%
		<b>Increase by 1 year in assumption</b>	<b>Decrease by 1 year in assumption</b>
Expected retirement age		Decrease by 3.0%	Increase by 2.9%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

**15.2 Pension obligations - Wholly funded**

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary plan as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2015. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
<b>Balance at end of the year</b>				
Present value of the obligation	(677 082)	(796 540)	(677 082)	(796 540)
Fair value of plan assets	1 253 051	1 203 613	1 253 051	1 203 613
Unrecognised surplus due to IAS 19(a) limit	(522 737)	(341 358)	(522 737)	(341 358)
Defined benefit surplus at 31 December	<u>53 232</u>	<u>65 715</u>	<u>53 232</u>	<u>65 715</u>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

**Reconciliation of the present value of the obligation**

Defined benefit obligation at beginning of the year	796 540	775 079	796 540	775 079
Member contributions	2 668	2 825	2 668	2 825
Service cost	10 789	13 678	10 789	13 678
Interest cost	63 462	62 071	63 462	62 071
	<u>873 459</u>	<u>853 653</u>	<u>873 459</u>	<u>853 653</u>
Remeasurements:				
- Actuarial (gain)/loss	(145 619)	5 635	(145 619)	5 635
Benefit payments	(50 758)	(62 748)	(50 758)	(62 748)
Defined benefit obligation at 31 December	<u>677 082</u>	<u>796 540</u>	<u>677 082</u>	<u>796 540</u>

**Reconciliation of the fair value of plan assets**

Fair Value of assets as at 1 January	1 203 613	1 128 388	1 203 613	1 128 388
University contributions	4 963	7 406	4 963	7 406
Member contributions	2 668	2 825	2 668	2 825
	<u>1 211 244</u>	<u>1 138 619</u>	<u>1 211 244</u>	<u>1 138 619</u>
Remeasurements:				
-Net interest income/expense	95 746	90 375	95 746	90 375
-Actuarial gain/(loss)	(3 181)	37 367	(3 181)	37 367
	<u>92 565</u>	<u>127 742</u>	<u>92 565</u>	<u>127 742</u>
Benefits paid	(50 758)	(62 748)	(50 758)	(62 748)
Fair Value of assets as at 31 December	<u>1 253 051</u>	<u>1 203 613</u>	<u>1 253 051</u>	<u>1 203 613</u>

The actual return on plan assets is as follows:	92 565	127 742	92 565	127 742
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**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15.2 Pension obligations - Wholly funded (continued)**

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
Cash	6.61%	9.93%	6.61%	9.93%
Equity	40.72%	40.80%	40.72%	40.80%
Bonds	21.65%	22.26%	21.65%	22.26%
Property	2.79%	1.72%	2.79%	1.72%
International	26.32%	23.70%	26.32%	23.70%
Other	1.91%	1.59%	1.91%	1.59%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2015.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
Discount rate	10.10%	8.10%	10.10%	8.10%
Inflation rate	7.70%	5.90%	7.70%	5.90%
Salary increase rate	8.70%	6.90%	8.70%	6.90%
Pension increase allowance (Ex-NTRF)	4.24%	3.25%	4.24%	3.25%
Pension increase allowance (Other pensioners)	5.01%	3.84%	5.01%	3.84%
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:	8 295	9 179	8 295	9 179

**Sensitivity Analysis**

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	<b>Obligation R'000</b>	<b>+1% R'000</b>	<b>-1% R'000</b>
<b>Discount rate</b>			
Defined benefit obligation	(677 082)	(625 569)	(742 503)
Change		(7.60%)	9.70%
<b>Inflation rate</b>			
Defined benefit obligation	(677 082)	(718 562)	(641 935)
Change		6.10%	(5.20%)

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15.3 Disability Fund**

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2015.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Balance at end of the year</b>				
Present value of the obligation	(24 460)	(23 760)	(24 460)	(23 760)
Fair value of plan assets	158 219	148 282	158 219	148 282
Unrecognised surplus due to IAS 19(a) limit	(133 759)	(124 522)	(133 759)	(124 522)
Defined benefit surplus at 31 December	-	-	-	-

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

**Reconciliation of the movement in the defined benefit obligation:**

Present value of obligation: beginning of the year	23 760	24 470	23 760	24 470
Current service cost	971	7 219	971	7 219
Interest cost	1 705	1 845	1 705	1 845
	<u>26 436</u>	<u>33 534</u>	<u>26 436</u>	<u>33 534</u>
- Actuarial (gain)/loss	2 232	(326)	2 232	(326)
Benefits paid (net of reinsurance proceeds)	(4 208)	(9 448)	(4 208)	(9 448)
Present value of obligation: end of year	<u><b>24 460</b></u>	<u><b>23 760</b></u>	<u><b>24 460</b></u>	<u><b>23 760</b></u>

**Reconciliation of the movement in the plan assets:**

Present value of assets beginning of the year	148 282	131 577	148 282	131 577
Contributions (net of reinsurance premiums)	802	4 321	802	4 321
Value of assets as at 31 December	<u>149 084</u>	<u>135 898</u>	<u>149 084</u>	<u>135 898</u>
Remeasurements:				
-Net interest income/expense	11 324	10 477	11 324	10 477
-Actuarial (gain)/loss	1 048	4 136	1 048	4 136
	<u>12 372</u>	<u>14 613</u>	<u>12 372</u>	<u>14 613</u>
Benefits (net of reinsurance premiums)	(3 237)	(2 229)	(3 237)	(2 229)
Value of assets as at 31 December	<u><b>158 219</b></u>	<u><b>148 282</b></u>	<u><b>158 219</b></u>	<u><b>148 282</b></u>
The actual return on plan assets is as follows:	12 372	14 613	12 372	14 613



**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15.3 Disability Fund (continued)**

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Cash	7.83%	12.37%	7.83%	12.37%
Equity	35.34%	32.06%	35.34%	32.06%
Bonds	8.82%	11.69%	8.82%	11.69%
Property	15.25%	12.08%	15.25%	12.08%
International	31.63%	28.61%	31.63%	28.61%
Other	1.13%	3.19%	1.13%	3.19%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2015.

**Claimants**

Number of members	20	22	20	22
Annual benefit	6 749	6 689	6 749	6 689
Annual reinsured benefit	4 190	4 454	4 190	4 454
Benefit weighted average service	56.6 years	55.7 years	56.6 years	55.7 years
Effective date of assumptions	31 Dec 2015	31 Dec 2014	31 Dec 2015	31 Dec 2014

**The principal assumptions used for accounting purposes were as follows:**

General inflation rate	7.40%	5.50%	7.40%	5.50%
Discount rate	9.80%	7.70%	9.80%	7.70%
Expected increases in benefits	8.40%	6.50%	8.40%	6.50%
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>

The University's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

-	(9 802)	-	(9 802)
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The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions is:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Inflation rate	1%	Increase by 9.3%	Decrease by 8.6%
Discount rate	1%	Decrease by 5.6%	Increase by 6.3%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates the University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- The death of the member; or
- The member attaining normal retirement age; or
- The member ceasing to be a member of the Fund; or
- Discontinuance of the payment of premiums in respect of a member; or
- Absence of the member as defined; or
- The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**15.3 Disability Fund (continued)**

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

**15.4 Long service award**

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2015 and accounted for in 2014 for the first time. This obligation is funded from University's reserves.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Reconciliation of the movement in the long service award obligation:</b>				
Present value of obligation: beginning of the year	33 354	28 254	33 354	28 254
Current service cost	3 793	3 155	3 793	3 155
Interest cost	2 589	2 287	2 589	2 287
	<u>39 736</u>	<u>33 696</u>	<u>39 736</u>	<u>33 696</u>
- Actuarial (gain)/loss	(2 185)	1 765	(2 185)	1 765
Benefits paid	(2 855)	(2 107)	(2 855)	(2 107)
Present value of obligation: end of period	<u><b>34 696</b></u>	<u><b>33 354</b></u>	<u><b>34 696</b></u>	<u><b>33 354</b></u>
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:				
	(2 932)	(2 746)	(2 932)	(2 746)
The significant actuarial assumptions were as follows:				
Discount rate	10.00%	8.10%	10.00%	8.10%
Salary inflation	9.10%	7.40%	9.10%	7.40%
CPI inflation	7.60%	5.90%	7.60%	5.90%
Expected retirement age	65 years	65 years	65 years	65 years

The sensitivity analysis of the liability to changes in the principal assumptions is:

	<b>Change in assumption</b>	<b>Increase in assumption</b>	<b>Decrease in assumption</b>
Discount rate	1%	Decrease by 7.6%	Increase by 8.8%
Salary inflation	1%	Increase by 8.4%	Decrease by 7.5%
Expected retirement age	1 year	Increase by 4.0%	Decrease by 3.7%

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**16 State appropriations - subsidies and grants**

	Consolidated		University	
	2015 R'000	2014 R'000	2015 R'000	2014 R'000
Block grant	1 327 193	1 298 220	1 327 193	1 298 220
Teaching development	46 106	46 533	46 106	46 533
Research development	7 071	4 440	7 071	4 440
Foundation phase development	34 017	27 899	34 017	27 899
Multi-campus grant	4 992	9 984	4 992	9 984
Interest and redemption of government approved loans	1 089	2 059	1 089	2 059
Clinical training of health professionals	6 736	-	6 736	-
	<b>1 427 204</b>	<b>1 389 135</b>	<b>1 427 204</b>	<b>1 389 135</b>

**17 Tuition and other fee income**

The following items are included in 'tuition and other fee income':

	Consolidated		University	
	2015 R'000	2014 R'000	2015 R'000	2014 R'000
Tuition Fees	1 317 172	1 205 701	1 317 172	1 205 749
Residence Fees	157 135	138 846	157 135	138 846
Registration Fees	35 071	32 312	35 071	32 312
Levy Income	33 526	28 214	33 526	28 214
Application Fees	2 449	2 938	2 449	2 938
Deposit Income Retained	559	418	559	418
Remark of Exam Papers	17	15	17	15
	<b>1 545 929</b>	<b>1 408 444</b>	<b>1 545 929</b>	<b>1 408 492</b>

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**18 Other operating expenses**

The following items are included in 'other operating expenses':

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>Restated R'000</b>
Auditors remuneration	9 976	10 852	9 954	10 852
- external audit	4 570	3 446	4 548	3 446
- internal audit	2 679	4 929	2 679	4 929
- other audit services	2 727	2 477	2 727	2 477
Advertising and marketing	31 800	42 815	34 903	43 684
Bank Charges	6 498	6 010	6 446	5 972
Cartridges	4 917	4 948	4 917	4 948
Cleaning	60 127	53 532	59 935	53 277
Conference Registration Fees	13 682	10 391	13 678	10 391
Consulting and contract costs	60 463	64 464	60 074	83 566
Consumables - support services	1 292	1 823	1 292	1 823
Copyright fees	4 514	4 407	4 514	4 407
Corporate functions	8 039	6 312	8 303	6 312
Cost of sales	5 142	5 306	5 142	5 306
Data lines	8 975	7 929	8 975	7 929
Functions and entertainment	49 104	46 160	49 617	45 715
Expenses relating to library book acquisitions written off	91 993	79 117	93 365	79 115
Foreign exchange (gains)/losses	2 336	2 126	2 336	2 126
Fuel, Oil and Gas	7 520	8 550	7 387	8 460
Grants and donations	8 807	40 570	10 829	570
Hire/Rental	32 274	30 232	32 407	30 167
Insurance	7 877	7 085	7 831	7 078
Legal fees	12 919	6 211	12 736	6 181
Medical Aid Pensioners	8 533	7 872	8 533	7 872
Membership fees	7 053	6 430	7 053	6 404
Municipal rates and taxes	125 299	123 203	123 351	123 203
Assets written off at acquisition	59 395	42 349	59 791	42 068
Leases - Equipment and vehicles	35 083	32 507	35 083	32 507
Printing	26 575	33 804	26 295	33 811
Repairs and maintenance expenses	97 226	71 547	97 613	70 654
Security	48 074	39 047	47 542	38 898
Services Rendered - outsourced	39 816	8 812	47 236	6 089
Software licenses	30 384	27 076	30 384	27 126
Stationery	6 051	5 233	5 948	5 185
Student and staff development	23 381	22 943	23 217	22 716
Tax expense in subsidiaries	816	18	-	-
Teaching and laboratory consumables	26 060	22 359	25 952	21 277
Telephone and fax	6 557	7 681	6 093	7 587
International travel	93 575	71 221	93 480	70 968
Uniforms and Protective Clothing	6 927	6 472	6 837	6 399
Unrecoverable debts written off	34 131	40 970	34 131	40 970
Retirement of East Rand Campus buildings	15 626	-	14 794	-
VAT on imported services	8 071	-	8 071	-
Other expenses	64 608	41 174	59 585	39 179
	<b>1 191 496</b>	<b>1 049 558</b>	<b>1 195 630</b>	<b>1 020 792</b>

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

19 Bursaries

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Student bursaries	(259 630)	(234 736)	(259 600)	(234 703)
	<u>(259 630)</u>	<u>(234 736)</u>	<u>(259 600)</u>	<u>(234 703)</u>

Bursary expenses represents student funding from University's own resources.

20 Impairment losses

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Available-for-sale financial assets (note 6)	(3 794)	(9 427)	(3 662)	(6 305)
Loan to associate (note 5)	(32 953)	-	(32 953)	-
	<u>(36 747)</u>	<u>(9 427)</u>	<u>(36 615)</u>	<u>(6 305)</u>

21 Other operating income

The following items are included in 'other operating income':

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Hire out of facilities	7 346	8 984	6 743	8 633
Public sales and services	91 750	25 882	80 553	25 096
Project income	107 658	40 937	106 604	40 937
Sundry income	7 248	12 470	44 445	12 444
Donations	115 067	152 359	114 940	152 328
Consultation/Evaluation income	29 572	18 990	29 572	18 784
Profit on disposal of PPE	276	210	276	210
Other income	22 862	9 033	22 861	8 864
	<u>381 779</u>	<u>268 865</u>	<u>405 994</u>	<u>267 296</u>

22 Income from investments

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	Restated R'000
Dividend income on available-for-sale financial assets	45 597	40 956	34 459	31 059
Interest income on available-for-sale financial assets	99 948	83 687	84 964	71 963
Fair value movement transfer on disposal of investments	162 831	260 064	116 674	166 075
Profit on sale of securities	241 170	308 928	177 932	197 279
Loss on sale of securities	(78 339)	(48 864)	(61 258)	(31 204)
	<u>308 376</u>	<u>384 707</u>	<u>236 097</u>	<u>269 097</u>

23 Finance income and finance costs

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Finance cost				
- borrowings	(4 395)	(4 566)	(4 379)	(4 566)
- defined benefit plan	(15 611)	(13 458)	(15 611)	(13 458)
	<u>(20 006)</u>	<u>(18 024)</u>	<u>(19 990)</u>	<u>(18 024)</u>
Finance income				
- students fees	16 900	15 910	16 900	15 775
- current accounts	3 203	2 240	2 647	2 240
	<u>20 103</u>	<u>18 150</u>	<u>19 547</u>	<u>18 015</u>

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**24 Commitments**

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Commitments – approved, not contracted for	245 191	270 954	245 191	281 117
Commitments – contracted	69 525	60 964	69 525	60 964

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

Bank guarantees				
SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110
Johannesburg City Council	189	174	189	174
Knowles Husain Lindsey Incorporated	2 435	-	2 435	-
Eskom Holdings Limited	-	174	-	174
ABSA Bank Limited	1 119	1 250	1 119	1 250
Heynike Inc Attorneys	-	30 780	-	30 780

**Operating leases**

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	29 316	28 790	29 316	28 790
Lease amounts payable later than one year to five years	20 367	37 798	20 367	37 798
Total operating lease amounts payable	<u>49 683</u>	<u>66 588</u>	<u>49 683</u>	<u>66 588</u>

The University does not apply the smoothing principle, for operating leases, of IAS 17 as there are no fixed escalation clauses in the lease agreement.

**25 Non-adjusting event after the reporting period**

In May 2016, the main auditorium and surrounding buildings at the University of Johannesburg Auckland Park Kingsway campus, were severely damaged due to an arson attack. The financial impact to the University cannot be determined currently as investigations and insurance assessments are still ongoing.

**26 Cash generated from operations**

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	Restated R'000
Surplus for the year	302 622	330 351	287 752	267 751
Adjustments for:				
– share of loss from associate (note 5)	3 153	2 571	3 153	2 571
– (decrease)/increase in student bad debt provision (note 8)	(11 782)	15 171	(11 781)	15 171
– (decrease)/increase in non-student bad debt provision (note 8)	3 319	(1 908)	3 319	(1 908)
– depreciation (note 3)	89 974	89 801	88 722	88 017
– amortisation (note 4)	4 922	8 664	4 823	8 611
– profit on disposal of property, plant and equipment	(276)	(210)	(276)	(210)
– finance income (note 23)	(20 103)	(18 150)	(19 547)	(18 015)
– interest income on investments (note 22)	(99 948)	(83 687)	(84 964)	(71 963)
– finance cost (note 23)	20 006	18 024	19 990	18 024
– impairment losses (note 20)	36 747	9 427	36 615	6 305
– dividends received (note 22)	(45 597)	(40 956)	(34 459)	(31 059)
– profit on sale of shares (note 22)	(162 831)	(260 064)	(116 674)	(166 075)
– movement in post-retirement obligations (note 15)	28 842	66 892	28 842	66 892
– foreign exchange losses on operating activities (note 19)	(2 336)	(2 126)	(2 336)	(2 126)
– decrease in government grant (note 12)	(117 364)	-	(117 364)	-
Changes in working capital:				
– receivables and prepayments	(200 114)	129 359	(196 122)	127 095
– trade payables, accruals and other liabilities	176 976	52 242	172 025	44 663
– student deposits and income received in advance	(5 759)	10 471	(5 759)	9 783
– inventory	(2 629)	73	(2 629)	73
	<u>(2 178)</u>	<u>325 944</u>	<u>53 330</u>	<u>363 600</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 21)	276	210	276	210
Net book amount (note 3)	15 472	636	16 044	636
Proceeds from disposal	<u>15 748</u>	<u>846</u>	<u>16 320</u>	<u>846</u>

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## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 27 Financial risk management

#### Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

#### 27.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

##### i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

##### ii) Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a Consolidated R932 thousand / University R932 thousand (2014: Consolidated R1 301 thousand / University R1 301 thousand) interest income influence on an annual basis.

This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of Consolidated R932 thousand / University R932 thousand (2014: Consolidated R1 301 thousand / University R1 301 thousand).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.



## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 27.1 Market risk (continued)

#### iii) Price Risk

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Listed equities	2 085 000	2 105 000	1 559 000	1 580 000
10% change impact	210 500	197 500	210 500	197 500

For the period ended 31 December 2015, if the FTSE/JSE CAPI index increased/ decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be Consolidated R2 085 million / University R1 559 million (2014: Consolidated R2 105 million / University R1 580 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

### 27.2 Credit risk

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with BBB rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

#### i) Student and other receivables

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**27.2 Credit risk (continued)**

i) Student and other receivables (continued)

Details of the student receivables as at 31 December 2015:

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Student receivables	405 708	250 235	405 708	250 235
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	273 292	106 037	273 292	106 037
- impaired (more than 4 months overdue)	132 416	144 198	132 416	144 198
Less: Provision for impairment	(132 416)	(144 198)	(132 416)	(144 198)
Student receivables – net carrying amount	<b>273 292</b>	<b>106 037</b>	<b>273 292</b>	<b>106 037</b>

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its student or other receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2015 are as follows:

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Other receivables	108 581	72 403	103 064	70 878
- fully performing	103 603	70 744	98 086	69 219
- past due but not impaired	-	-	-	-
- impaired	4 978	1 659	4 978	1 659
Less: Provision for impairment	(4 978)	(1 659)	(4 978)	(1 659)
Other receivables – net carrying amount	<b>103 603</b>	<b>70 744</b>	<b>98 086</b>	<b>69 219</b>

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

27.2 Credit risk (continued)

i) Student and other receivables (continued)

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Student receivables				
At 1 January	144 198	129 027	144 198	129 027
Provision for receivables impaired	19 090	42 261	19 090	42 261
Receivables written off during the year as uncollectable	(30 872)	(27 090)	(30 872)	(27 090)
At 31 December	<b>132 416</b>	<b>144 198</b>	<b>132 416</b>	<b>144 198</b>
Ageing of provision for impairment				
Handed over to collecting agencies – 2012 and older	-	30 872	-	30 872
Handed over to collecting agencies – 2013	-	45 292	-	45 292
Handed over to collecting agencies – 2014	34 411	68 034	34 411	68 034
Handed over to collecting agencies – 2015	53 360	-	53 360	-
4 Months overdue	44 645	-	44 645	-
	<b>132 416</b>	<b>144 198</b>	<b>132 416</b>	<b>144 198</b>
Other receivables				
At 1 January	1 659	3 568	1 659	3 568
Provision for receivables impaired	3 367	(1 844)	3 367	(1 844)
Receivables written off during the year as uncollectable	(48)	(65)	(48)	(65)
At 30 June	<b>4 978</b>	<b>1 659</b>	<b>4 978</b>	<b>1 659</b>
Ageing of provision for impairment				
Handed over to the collecting agencies - 2012	-	49	-	49
Handed over to the collecting agencies - 2013	113	65	113	65
Handed over to the collecting agencies - 2014	1 066	649	1 066	649
Handed over to the collecting agencies - 2015	1 606	896	1 606	896
Impaired as at reporting date	2 193	-	2 193	-
	<b>4 978</b>	<b>1 659</b>	<b>4 978</b>	<b>1 659</b>

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

The credit risk identified above relates to the disclosure presented in Note 8.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**27.2 Credit risk (continued)**

i) Student and other receivables (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rands (R).

**Credit quality of financial assets**

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Trade receivables				
Counterparties without external credit rating:				
- Current students which will register in 2015/2016.	273 292	106 037	273 292	106 037
These students are still studying and had no defaults in the past.				
The University expects them to pay their outstanding fees during the 2015/2016 registration period.				
- Interest and dividends receivable.	-	-	-	-
This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at BBB (2014: AAA) related entities.				
- Other receivables				
Group 1 *	68 663	45 592	63 817	44 067
	<b>341 955</b>	<b>151 629</b>	<b>337 109</b>	<b>150 104</b>
Cash and cash equivalents				
BBB (2014: AAA) Rating:				
- Prime South African Bank	100 654	107 753	86 442	93 830
BBB- (2014: AAA) Ratings:				
- Prime South African Banks	114 545	147 879	114 545	147 879
	<b>215 199</b>	<b>255 632</b>	<b>200 987</b>	<b>241 709</b>
Available-for-sales financial assets				
BBB (2014: AAA) Rating:				
- Government stocks and bonds	378 907	179 327	323 428	58 836
- Listed stocks and debentures	301 023	382 008	223 642	382 008
- Listed shares all top 40 companies	2 085 189	2 105 432	1 558 617	1 579 892
- Fixed and other deposits, prime South African Banks	511 754	430 274	422 268	364 224
- Endowment policies, top 40 South African insurance	4 177	5 441	4 177	5 441

\*Group 1 – New customers (less than 2 months).

## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 27.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 2 and 5 Years R'000	Over 5 Years R'000	Total R'000
<b>Consolidated</b>					
<b>31 December 2015</b>					
Non-current borrowings	4 519	5 516	15 788	1 634	27 457
Accounts payable	488 795	-	-	-	488 795
	<b>493 314</b>	<b>5 516</b>	<b>15 788</b>	<b>1 634</b>	<b>516 252</b>
<b>31 December 2014</b>					
Non-current borrowings	3 849	4 519	20 696	2 071	31 135
Accounts payable	297 680	-	-	-	297 680
	<b>301 529</b>	<b>4 519</b>	<b>20 696</b>	<b>2 071</b>	<b>328 815</b>
<b>University</b>					
<b>31 December 2015</b>					
Non-current borrowings	4 519	5 516	15 788	1 634	27 457
Accounts payable	485 738	-	-	-	485 738
	<b>490 257</b>	<b>5 516</b>	<b>15 788</b>	<b>1 634</b>	<b>513 195</b>
<b>31 December 2014</b>					
Non-current borrowings	3 849	4 519	20 696	2 071	31 135
Accounts payable	299 064	-	-	-	299 064
	<b>302 913</b>	<b>4 519</b>	<b>20 696</b>	<b>2 071</b>	<b>330 199</b>

### 27.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**27.5 Financial instruments by category**

The accounting policies for financial instruments have been applied to the line items below:

<b>Consolidated</b>	<b>Loans &amp; receivables R'000</b>	<b>Available- for-sale R'000</b>	<b>Total R'000</b>
<b>31 December 2015</b>			
Financial assets			
Available-for-sale financial assets	-	3 281 950	<b>3 281 950</b>
Trade and other receivables (excluding prepayments)	341 955	-	<b>341 955</b>
Cash and cash equivalents	215 199	-	<b>215 199</b>
			<b>Financial liabilities at amortised cost R'000</b>
Financial liabilities			
Borrowings			27 457
Trade payables			488 795

The accounting policies for financial instruments have been applied to the line items below:

	<b>Loans &amp; receivables R'000</b>	<b>Available- for-sale R'000</b>	<b>Total R'000</b>
<b>31 December 2014</b>			
Financial assets			
Available-for-sale financial assets	-	3 103 883	<b>3 103 883</b>
Trade and other receivables (excluding prepayments)	151 629	-	<b>151 629</b>
Cash and cash equivalents	255 631	-	<b>255 631</b>
			<b>Financial liabilities at amortised cost R'000</b>
Financial liabilities			
Borrowings			31 134
Trade payables			297 680

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

27.5 Financial instruments by category (continued)

University	Loans & receivables R'000	Available- for-sale R'000	Total R'000
<b>31 December 2015</b>			
Financial assets			
Available-for-sale financial assets	-	2 576 276	<b>2 576 276</b>
Trade and other receivables (excluding prepayments)	337 109	-	<b>337 109</b>
Cash and cash equivalents	200 986	-	<b>200 986</b>
			<b>Financial liabilities at amortised cost R'000</b>
Financial liabilities			
Borrowings			27 457
Trade payables			485 738

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
<b>31 December 2014</b>			
Financial assets			
Available-for-sale financial assets	-	2 414 901	<b>2 414 901</b>
Trade and other receivables (excluding prepayments)	150 104	-	<b>150 104</b>
Cash and cash equivalents	241 709	-	<b>241 709</b>
			<b>Financial liabilities at amortised cost R'000</b>
Financial liabilities			
Borrowings			31 134
Trade payables			299 064



## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 27.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices)

The following table presents the Consolidated assets and liabilities that are measured at fair value at 31 December 2015:

	Level 1 R'000	Level 2 R'000	Total R'000
<b>Consolidated</b>			
Available-for-sale financial assets			
- listed shares	2 085 189	-	2 085 189
- listed stocks and debentures	301 023	-	301 023
- government stocks and bonds	378 907	-	378 907
- fixed deposits	-	59 392	59 392
- other deposits and loans	-	453 262	453 262
- endowment policies	-	4 177	4 177
	<b>2 765 119</b>	<b>516 831</b>	<b>3 281 950</b>

The following table presents the Consolidated assets that are measured at fair value at 31 December 2014:

	Level 1 R'000	Level 2 R'000	Total R'000
<b>Consolidated</b>			
Available-for-sale financial assets			
- listed shares	2 105 432	-	2 105 432
- listed stocks and debentures	382 008	-	382 008
- government stocks and bonds	179 327	-	179 327
- fixed deposits	-	22 707	22 707
- other deposits and loans	-	408 968	408 968
- endowment policies	-	5 441	5 441
	<b>2 666 767</b>	<b>437 116</b>	<b>3 103 883</b>

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2015:

	Level 1 R'000	Level 2 R'000	Total R'000
<b>University</b>			
Available-for-sale financial assets			
- listed shares	1 558 617	-	1 558 617
- listed stocks and debentures	223 642	-	223 642
- government stocks and bonds	323 428	-	323 428
- fixed deposits	-	59 392	59 392
- other deposits and loans	-	407 020	407 020
- endowment policies	-	4 177	4 177
	<b>2 105 687</b>	<b>470 589</b>	<b>2 576 276</b>

The following table presents the University's assets that are measured at fair value at 31 December 2014:

	Level 1 R'000	Level 2 R'000	Total R'000
<b>University</b>			
Available-for-sale financial assets			
- listed shares	1 579 892	-	1 579 892
- listed stocks and debentures	382 008	-	382 008
- government stocks and bonds	58 836	-	58 836
- fixed deposits	-	22 707	22 707
- other deposits and loans	-	366 017	366 017
- endowment policies	-	5 441	5 441
	<b>2 020 737</b>	<b>394 166</b>	<b>2 414 901</b>

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current quoted closing prices as this is most representative of fair value in the circumstance. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**28 Related party transactions**

**28.1 Key management personnel**

The following are considered to be related parties to the University:

- University Council members; and
- Management comprises the members of the Management Executive Committee, Executive Deans of faculties, and Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Salaries and other short-term employee benefits				
- members of council	881	823	881	823
- management (note 30)	58 792	57 157	58 792	57 157
	<b>59 673</b>	<b>57 980</b>	<b>59 673</b>	<b>57 980</b>
<b>Member of Council</b>				
Baleni MF	32	30	32	30
Burger JP	40	24	40	24
Chaka TA	36	63	36	63
Coetzer GM	-	32	-	32
Dikgole TJ	31	33	31	33
Dlamini S	20	-	20	-
Gebhardt CR	59	64	59	64
Hildebrandt D	32	22	32	22
Khosa G	40	37	40	37
Lushaba D	39	41	39	41
Manganye D	64	70	64	70
Marcus RD	159	101	159	101
Maroga K	16	22	16	22
Memela Khambule T	61	23	61	23
Mjwara P	8	15	8	15
Mokhobo-Amegashie K	-	7	-	7
Njeke MJ	42	36	42	36
Rowland W	48	55	48	55
Sibiya BK	64	50	64	50
Teke MS	54	69	54	69
White MJ	36	29	36	29
	<b>881</b>	<b>823</b>	<b>881</b>	<b>823</b>

**28.2 Payment to members of Council**

Payment for attendance at meetings of the Council and its sub-committees

<b>To whom paid</b>	<b>Number of Members</b>	<b>Attendance at meetings – R'000</b>	<b>Reimbursement of expenses - R'000</b>
<b>31 December 2015</b>			
Chair of Council	1	107	52
Chairs of Committees	5	257	-
Members of Council	13	459	6
<b>31 December 2014</b>			
Chair of Council	1	90	11
Chairs of Committees	5	227	3
Members of Council	14	484	8

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**28.3 Related parties**

The University of Johannesburg controls or owns shares of the following companies:

<b>Company and principal business activities</b>	<b>Year End</b>	<b>Shareholding</b>	<b>Principal place of business</b>
<ul style="list-style-type: none"> <li>• Million Up Trading (Pty) Ltd The principal activities of this company is to provide accommodation to students.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• Resolution Circle (Pty) Ltd and its subsidiaries The principal activities of this company is to create an inter-disciplinary and applied technology research and development ecosystem which provides work-integrated learning to students in the science and engineering fields by undertaking industry related projects under supervision of experienced professionals to develop students' workplace readiness skills and to drive commercial exploitation of intellectual property. The subsidiaries of Resolution Circle are: - Intellilab (Pty) Ltd in which it has 85% shareholding - Isibaya Somontho (Pty) Ltd in which it has 45% shareholding</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• ARSA (Pty) Ltd The principal activities of this company is to purchase private properties on behalf of the University. This company is dormant.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Properties (Pty) Ltd The principal activities of this company is to purchase properties and utilize these as investment property for rental income.</li> </ul>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> <li>• UJ Investment Holdings (Pty) Ltd The principal activities of this company is to be the holding company for all UJ's investments in commercial companies. This company is dormant.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Propco (Pty) Ltd This is a shelf company which is dormant. No business activities have been defined in terms of registration documentation and no restrictions have been placed on business activities. (Previously known as Appsbybrats)</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• Gradnet Portal (Pty) Ltd The principal activities of this company is to supply online services to students and alumni of education institutions.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Trust The principal activity of this trust is to hold the University's investments in trust. The funds are managed by an independent board of trustee's.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• City Lodge Educational Trust The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women.</li> </ul>	30 June	100%	Cnr University and Kingsway Rd, Auckland Park

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**28.3 Related parties (continued)**

The University of Johannesburg has an interest in the following companies:

<b>Company and principal business activities</b>	<b>Year End</b>	<b>Shareholding University of Johannesburg</b>	<b>Non-controlling interest</b>	<b>Principal place of business</b>
<ul style="list-style-type: none"> <li>Bio Media Technologies (Pty) Ltd The principal activities of this company is to develop facial recognition software.</li> </ul>	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity.</li> </ul>	31 December	25.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>Naledi Computer Systems (Pty) Ltd The principal activities of this company is to provide computer related services, products and technology.</li> </ul>	28 February	80.00%	20.00%	Forty Four Main Street, Johannesburg
<ul style="list-style-type: none"> <li>QVS - Qualification Verification Services (Pty) Ltd The principal activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.</li> </ul>	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> <li>Photovoltaic Intellectual Property (Pty) Ltd The principal activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel.</li> </ul>	28 February	27.64%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> <li>University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.</li> </ul>	31 December	7.14%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>Eye Thenticate (Pty) Ltd Retina scanning technology</li> </ul>	28 February	37%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>UJ NYDA Institute Conduct youth development research. Develop and execute youth development products.</li> </ul>	31 December	50%	N/A	Cnr University and Kingsway Rd, Auckland Park

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

28.4 Loans to related parties:

Consolidated	Photovoltaic		Resolution Circle		UJ Properties		UJ Investment		Gradnet Portal		Intelliab		BioMedia		EyeThenticate		Naledi Computer	
	Intellectual Property		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	76 044	74 044	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans advances during year	-	2 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest charged	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of loan	(32 953)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	<b>43 091</b>	<b>76 044</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Impairment on loans made to associates was recognised in the current year, to the amount of R32 953 (2014: R 0). This impairment relates to the loan provided to PTIP.

University	Photovoltaic		Resolution Circle		UJ Properties		UJ Investment		Gradnet Portal		Intelliab		BioMedia		EyeThenticate		Naledi Computer	
	Intellectual Property		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd		(Pty) Ltd	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	76 044	74 044	18 819	14 195	10	10	10	10	74	5	1 060	-	258	-	746	-	1 910	-
Loans advances during year	-	2 000	12 001	4 624	-	-	-	-	1 309	69	7 030	1 060	-	258	-	746	-	50
Loans repayment received	-	-	-	-	(10)	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest charged	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reallocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(746)	-	(1 695)	-
Impairment of loan	(32 953)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	<b>43 091</b>	<b>76 044</b>	<b>30 820</b>	<b>18 819</b>	-	-	-	-	<b>1 383</b>	<b>74</b>	<b>8 090</b>	<b>1 060</b>	<b>258</b>	<b>258</b>	-	<b>746</b>	<b>215</b>	<b>50</b>

Impairment on loans made to associates was recognised in the current year, to the amount of R32 953 (2014: R 0). This impairment relates to the loan provided to PTIP.

The loans are unsecured, bear no interest and have no repayment terms.

**NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**28.5 The following transactions were carried out with related parties:**

	<b>Consolidated</b>		<b>University</b>	
	<b>2015</b>	<b>2014</b>	<b>2015</b>	<b>2014</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>(a) Purchase of goods and services</b>				
Purchases of services:				
from Resolution Circle ( Pty) Ltd	-	-	16 187	23 412
from Intellilab ( Pty) Ltd	-	-	919	462
from UJ properties ( Pty) Ltd	-	-	-	200
from Naledi Computer Systems ( Pty) Ltd	-	-	-	811
from Gradnet Portal ( Pty) Ltd	-	-	2 214	-
<b>(b) Year-end balances arising from sales/purchases of goods/services:</b>				
Payables to related parties:				
Resolutions Circle ( Pty) Ltd	-	-	836	1 592

**29 Critical accounting estimates and assumptions**

The University makes estimates and assumptions concerning the future. These estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

**29.1 Provision for impairment of trade receivables and student debtors**

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration for the new academic year has taken place.

**29.2 Provision for post-retirement medical aid liability**

Principal actuarial assumptions for the post-retirement medical aid liability for the period ended 31 December 2015 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

**29.3 Depreciation of property, plant and equipment**

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

**29.4 Pension fund obligations**

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The University determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2.

**29.5 Impairment of related party loan**

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgment. The company does not have future orders, but has started to manufacture panels. The company is earnestly looking at prospects to sell manufacturing licenses of these panels. Testing performed on the external loan accounts recognized a judgemental impairment loss, in the current year, to the amount of R32 953 (2014: R0)

**29.6 Critical judgments applying the University's accounting policies**

The University follows the guidance of IAS 39 to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

**29.7 Residual values and useful lives of assets**

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period. Any changes in useful lives, are accounted for as a change in estimate with the depreciation charge adjusted in the current year. The adjustments only apply to assets which still had a book value at the time of adjustment.

The useful life of all zero value assets is reviewed on an ongoing basis.

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

30 Executive Remuneration 2015

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Total R'
Vice-Chancellor & Principal	I L Rensburg	3 516 549	36 799	140 349	3 693 698	-	-	3 693 698
DVC Strategic Services	M E Letape	1 971 991	27 593	227 803	2 227 387	-	150 000	2 377 387
DVC Finance	J A Van Schoor	1 929 445	66 343	260 878	2 256 666	95 559	622 303	2 974 528
DVC Academic	A Parekh	2 247 644	44 513	326 790	2 618 947	-	684 863	3 303 810
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	1 933 429	81 593	229 587	2 244 609	86 408	639 508	2 970 524
Executive Dean Art, Design & Architecture	F Freschi	1 379 996	18 394	173 498	1 571 889	14 122	363 175	1 949 186
Executive Dean Economic & Financial Sciences	A Dempsey	1 466 844	54 394	217 265	1 738 504	33 470	347 675	2 119 649
Executive Dean Education	S J Gravett	1 457 469	48 394	232 640	1 738 503	26 776	380 478	2 145 758
Executive Dean Engineering & the Built Environment	S Sinha	1 437 581	18 394	166 069	1 622 044	-	407 774	2 029 818
Executive Dean Health Sciences	A Swart	1 502 691	18 394	217 580	1 738 665	66 940	360 204	2 165 809
Executive Dean Law	P H O'Brien	1 502 844	18 394	217 265	1 738 504	66 940	360 204	2 165 648
Executive Dean Law	LG Mpedi	977 907	6 131	135 131	1 119 169	19 599	-	1 138 768
Executive Dean Management	D Van Lill	1 453 923	29 094	169 192	1 652 210	63 621	338 579	2 054 410
Executive Dean Science	D Meyer	1 423 120	18 394	176 720	1 618 235	-	139 841	1 758 076
Executive Dean Humanities	AB Broadbent	889 600	12 263	110 330	1 012 193	-	220 322	1 232 515
Executive Director Academic Development and Support	R P Ryan	1 475 014	18 394	213 241	1 706 650	65 715	279 133	2 051 498
Executive Director Advancement	M V Damianov	1 306 892	18 394	150 971	1 476 258	-	30 000	1 506 258
Senior Executive Director	K C Mketi	1 658 265	27 593	191 562	1 877 420	-	545 805	2 423 225
Executive Director Finance Expenditure	C J Kruger	1 311 340	54 394	189 580	1 555 314	245 029	-	1 800 343
Executive Director Financial Governance	N Mamorare	1 277 312	18 394	147 554	1 443 261	-	321 250	1 764 511

Appointed  
01 September

Appointed  
01 January



NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

30 Executive Remuneration 2015

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Total R'
Executive Director Human Resources Executive Director Information & Communication Systems	V Singh	1 510 724	18 394	174 518	1 703 636	25 144	278 689	2 007 470
Executive Director Internationalisation Executive Director Library & Information Centre	A A Swartbooi P G Mekgwe	1 588 201 1 391 532	18 394 18 394	208 375 182 866	1 814 971 1 592 793	71 043 104 271	182 639 283 836	2 068 653 1 980 899
Executive Director Operations	R Bawa S Mpambane	1 497 594 1 344 539	18 394 18 392	199 669 155 320	1 715 657 1 518 251	35 231 -	341 981 -	2 092 869 1 518 251
Executive Director Research & Innovation Executive Director Student Affairs Registrar	I Msibi M R Laka-Mathebula I C Burger	1 000 446 1 436 009 1 735 282	13 796 18 394 18 394	115 734 180 540 250 868	1 129 976 1 634 943 2 004 544	- - 77 174	73 982 35 000 542 908	1 203 958 1 669 943 2 624 626
		<b>43 624 183</b>	<b>778 816</b>	<b>5 361 896</b>	<b>49 764 895</b>	<b>1 097 042</b>	<b>7 930 149</b>	<b>58 792 087</b>

Resigned  
31 August

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

30 Executive Remuneration 2014

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total
		R'	R'	R'	R'	R'	R'	R'
Vice-Chancellor & Principal	I L Rensburg	2 979 590	100 652	341 785	3 422 028	-	500 000	3 922 028
DVC Strategic Services	D Van der Merwe	679 827	2 460 089	119 082	3 258 999	313 269	-	3 572 268
DVC Finance	J A Van Schoor	1 724 443	166 268	282 057	2 172 768	79 670	676 716	2 929 154
DVC Academic	A Parekh	1 844 956	360 316	272 177	2 477 449	-	813 020	3 290 469
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	1 726 805	79 728	253 345	2 059 878	79 226	780 679	2 919 783
Executive Director Student Affairs	M R Laka-Mathebula	1 055 411	12 863	149 222	1 217 496	-	-	1 217 496
DVC Internationalisation, Advancement & Student Affairs	S Maluleke	1 477 677	1 230 645	217 919	2 926 241	125 439	-	3 051 680
Registrar	I C Burger	1 606 173	17 151	233 027	1 856 351	71 398	668 351	2 596 100
Executive Dean Economic & Financial Sciences	A Dempsey	1 329 434	53 151	227 409	1 609 994	-	470 377	2 080 371
Executive Director Finance Expenditure	C J Kruger	1 193 180	53 151	220 744	1 467 075	-	227 468	1 694 543
DVC Strategic Services	M E Letlape	657 021	8 576	76 313	741 909	-	-	741 909
Executive Dean Art, Design & Architecture	F Freschi	1 228 509	17 151	183 891	1 429 551	-	247 531	1 677 082
Executive Dean Education	S J Gravett	1 346 794	47 151	216 049	1 609 994	-	516 636	2 126 630
Executive Dean Engineering & the Built Environment	S Sinha	1 278 856	17 151	179 144	1 475 151	-	268 299	1 743 450
Executive Dean Health Sciences	A Swart	1 351 474	17 151	241 369	1 609 994	61 923	453 340	2 125 257
Executive Director Operations	R Du Plessis	1 073 843	164 241	158 568	1 396 651	199 033	-	1 595 685
Executive Dean Law	P H O'Brien	1 349 135	17 151	243 708	1 609 994	61 923	476 848	2 148 765
Executive Dean Management	D Van Lill	1 278 421	27 851	196 305	1 502 577	57 791	393 000	1 953 369
Executive Dean Science	B B Mamba	439 486	7 146	89 358	535 990	-	-	535 990
Executive Dean UJ Sport	W J Hollander	555 775	35 826	101 278	692 879	-	-	692 879
Executive Director Advancement	M V Damianov	1 209 668	84 651	140 332	1 434 651	-	96 000	1 530 651
Executive Director Human Resources	V Singh	1 424 720	96 651	165 280	1 686 651	-	139 751	1 826 402
Executive Director Information & Communication Systems	A A Swartbooi	1 455 821	243 024	239 241	1 938 086	-	96 000	2 034 086
Executive Director Internationalisation	P G Mekgwe	1 312 288	220 323	173 138	1 705 749	-	130 560	1 836 309

Retired  
30 April

Appointed  
01 September

Resigned  
30 September

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

30 Executive Remuneration 2014

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Total R'
Executive Director Library & Information Centre	R Bawa	1 410 286	218 219	191 076	1 819 581	-	246 312	2 065 893
Executive Director Operations	S Mpambane	318 471	98 038	39 023	455 532	-	-	455 532
Executive Director Financial Governance	N Mamorare	688 005	9 242	74 145	771 392	-	-	771 392
Executive Director Academic Development and Support	R P Ryan	1 349 135	17 151	243 708	1 609 994	61 992	140 001	1 811 986
Executive Director Chief of Staff	K C Mketi	548 393	8 576	68 274	625 243	-	-	625 243
Executive Director Research & Innovation	I M Msibi	1 234 757	86 051	143 243	1 464 051	-	121 118	1 585 169
		<b>37 128 352</b>	<b>5 975 335</b>	<b>5 480 211</b>	<b>48 583 898</b>	<b>1 111 663</b>	<b>7 462 007</b>	<b>57 157 569</b>

## NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

### 31 Contingencies

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for in (note 24).

A contingent liability exists with regards to The City of Johannesburg for incorrect allocation of charges and charges not billed towards the University's account. The University and City of Johannesburg municipality has set up a task team to deal with outstanding queries and to ensure that we are billed on time and incorrect charges are reversed.

The University has performed a calculation in respect of unbilled charges which City of Johannesburg has not charged the University for services consumed. A contingent asset exist with regards to the City of Johannesburg municipality for incorrect charges billed towards the University's account. It is expected that our accounts will be corrected within the next financial year.

	Consolidated		University	
	2015	2014	2015	2014
	R'000	R'000	R'000	R'000
Incorrect allocation of charges	9 569	31 576	9 569	31 576
Rates and services not billed	25 962	23 333	25 962	23 333
Incorrect charges to be claimed back	(22 958)	(5 732)	(22 958)	(5 732)
<b>Contingent liability</b>	<b>12 573</b>	<b>49 177</b>	<b>12 573</b>	<b>49 177</b>

### 32 Summary of restatement

The UJ Trust was previously reported within University separate financial statements, and has now been excluded. The UJ Trust is still included in the Consolidated financial statements.

A third statement of Financial Position as at 31 December 2013 was not presented as the University presented a separate statement of Financial Position for the first time in 2014.

	Reported 2014	Adjustment	University 2014 Restated
<b>Statement of Financial Position items:</b>			
Non-Current assets: Available-for-sale financial assets	3 210 370	(795 469)	2 414 901
Equity: Non-current investment revaluation	594 889	(130 020)	464 869
Equity: Trust/donor/bursary funds	915 031	(582 061)	332 970
<b>Statement of Comprehensive Income items:</b>			
Other operating expenses	(1 061 865)	41 073	(1 020 792)
Impairment losses	(9 427)	3 122	(6 305)
Income from investments	384 707	(115 610)	269 097
Other Comprehensive income/(loss) items:			
Fair value adjustments on available-for-sale financial assets	(47 088)	33 877	(13 211)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	(260 063)	93 988	(166 075)
Increase in market value	212 975	(60 111)	152 864

**SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015**

		Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Total 2015	Total 2014
	Notes	R'000	R'000	R'000	R'000	R'000	R'000
<b>CONSOLIDATED</b>							
<b>2015</b>							
<b>Total income</b>		3 272 321	477 124	3 749 445	160 458	3 909 903	3 584 587
<b>Recurring items</b>		3 271 992	477 177	3 749 169	160 458	3 909 627	3 584 377
State appropriations – subsidies and grants		1 423 358	3 846	1 427 204	-	1 427 204	1 389 135
Tuition and other fee income	16	1 383 038	5 756	1 388 794	157 135	1 545 929	1 408 444
Income from contracts		55 199	204 037	259 236	-	259 236	137 211
For research		39 224	190 441	229 665	-	229 665	117 857
For other activities	19	15 975	13 596	29 571	-	29 571	19 354
Sales of goods and services	19	132 000	103 617	235 617	1 248	236 865	96 941
Private gifts and grants	19	40 919	74 148	115 067	-	115 067	152 360
<b>Sub-total</b>		3 034 514	391 404	3 425 918	158 383	3 584 301	3 184 091
Income from investments	20	224 055	84 199	308 254	122	308 376	384 707
Share of profit/(loss) in Associate	5	(3 153)	-	(3 153)	-	(3 153)	(2 571)
Finance income	21	16 576	1 574	18 150	1 953	20 103	18 150
<b>Non-recurring items</b>							
Profit/(loss) on disposal of PPE	19	329	(53)	276	-	276	210

**SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015**

**CONSOLIDATED**

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Total 2015 R'000	Total 2014 R'000
<b>2015</b>							
<b>Total expenditure</b>		3 221 142	235 739	3 456 881	150 400	3 607 281	3 254 236
<b>Recurring items</b>		3 176 300	222 419	3 398 719	149 038	3 547 757	3 210 942
Personnel		1 897 344	88 496	1 985 840	18 666	2 004 506	1 844 026
Academic professional	14	1 015 458	47 363	1 062 821	9 990	1 072 811	971 801
Other personnel	14	881 886	41 133	923 019	8 676	931 695	872 225
Other current operating expenses	17	973 124	48 563	1 021 687	110 285	1 131 972	1 006 264
Depreciation	3	62 860	10 387	73 247	16 727	89 974	89 801
Amortisation of software	4	4 599	317	4 916	6	4 922	8 664
Bursaries	18	185 049	74 508	259 557	73	259 630	234 736
<b>Sub-total</b>		3 122 976	222 271	3 345 247	145 757	3 491 004	3 183 491
Finance costs	21	16 709	16	16 725	3 281	20 006	18 024
Other (gains)/losses	6	36 615	132	36 747	-	36 747	9 427
<b>Non-recurring items</b>							
Capital expenditure expensed	17	44 842	13 320	58 162	1 362	59 524	43 294
<b>Surplus/(Deficit) for the year</b>		<b>51 179</b>	<b>241 385</b>	<b>292 564</b>	<b>10 058</b>	<b>302 622</b>	<b>330 351</b>
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	21 898	-	21 898	-	21 898	(47 088)
Actuarial gains and losses on defined benefit plans	15	(5 484)	-	(5 484)	-	(5 484)	(25 718)
<b>Total comprehensive income for the year</b>		<b>67 593</b>	<b>241 385</b>	<b>308 978</b>	<b>10 058</b>	<b>319 036</b>	<b>257 545</b>

## UNIVERSITY

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**SUPPLEMENTARY CONSOLIDATED AND SEPARATE STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015**

**UNIVERSITY**

	Notes	Council controlled – unrestricted R'000	Council controlled – unrestricted R'000	Sub total R'000	Council controlled – unrestricted R'000	Total 2015 R'000	Total 2014 R'000
<b>2015</b>							
<b>Total expenditure</b>		3 220 696	199 182	3 419 878	150 400	3 570 278	3 193 661
<b>Recurring items</b>		3 175 854	185 595	3 361 449	149 038	3 510 487	3 151 593
Personnel		1 897 344	48 888	1 946 232	18 666	1 964 898	1 817 209
Academic professional	14	1 015 458	26 165	1 041 623	9 990	1 051 613	957 449
Other personnel	14	881 886	22 723	904 609	8 676	913 285	859 760
Other current operating expenses	17	972 688	52 866	1 025 554	110 285	1 135 839	978 724
Depreciation	3	62 859	9 136	71 995	16 727	88 722	88 017
Amortisation of software	4	4 589	228	4 817	6	4 823	8 611
Bursaries	18	185 050	74 477	259 527	73	259 600	234 703
<b>Sub-total</b>		3 122 530	185 595	3 308 125	145 757	3 453 882	3 127 264
Finance costs	19	16 709	-	16 709	3 281	19 990	18 024
Other (gains)/losses	6	36 615	-	36 615	-	36 615	6 305
<b>Non-recurring items</b>							
Capital expenditure expensed	17	44 842	13 587	58 429	1 362	59 791	42 068
<b>Surplus/(Deficit) for the year</b>		<b>49 433</b>	<b>228 261</b>	<b>277 694</b>	<b>10 058</b>	<b>287 752</b>	<b>267 751</b>
Other comprehensive income							
Fair value adjustments on available-for-sale financial assets	6	15 663	-	15 663	-	15 663	(13 211)
Actuarial gains and losses on defined benefit plans	15	(5 484)	-	(5 484)	-	(5 484)	(25 718)
<b>Total comprehensive income for the year</b>		<b>59 612</b>	<b>228 261</b>	<b>287 873</b>	<b>10 058</b>	<b>297 931</b>	<b>228 822</b>

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