



VICE-CHANCELLOR'S REPORT 2015

RETHINK. REINVENT.



**UNIVERSITY
OF
JOHANNESBURG**

**VICE-CHANCELLOR'S
REPORT
2015**

VICE-CHANCELLOR'S REPORT 2015



VISION

An international university of choice, anchored in Africa, dynamically shaping the future.

MISSION

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

VALUES

Imagination

Shaping the future
Thinking independently
Developing a cosmopolitan identity
Exhibiting ambition and drive
Adopting entrepreneurial approaches

Conversation

Learning together from our diversity
Making wise decisions collectively
Engaging meaningfully with one another
Displaying mutual respect
Leading consultatively

Regeneration

Developing sustainably through creative contribution
Introspecting for renewal
Innovating for the common good
Making positive change
Taking advantage of overlooked opportunities

Ethical Foundation

Treasuring academic freedom
Seeking balance in the pursuit of knowledge
Facing challenges with courage and earning trust
Acting responsibly by being fair, consistent and transparent
Participating in and helping the community (ubuntu)*

**Ubuntu, which means humaneness in the Nguni languages of southern Africa, is the idea that a person achieves excellence insofar as she shares a way of life with others and cares for their quality of life.*





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CHAIRPERSON OF COUNCIL'S REPORT

Prof Roy Marcus
Chairperson of Council



MACRO OVERVIEW

2015 was profound from the perspective of higher education. 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 insightful observation from 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, 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 uncompromisingly for long hours and placed themselves in precarious predicaments where their own safety was at stake to ensure that at all times the safety of students, staff and the public was not compromised.

The intention of this report is to emphasise the critical strategic role that the Vice-Chancellor played in bringing

about national consensus among university Vice-Chancellors and Chairs of Council 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. It is encouraging to note 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 calm within the system, various campaigns have 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 adopt austerity measures 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 of how the institution will manage its way into the future. It is pleasing to note that the executive will revisit the 2025 Strategy and identify how this Strategy needs to be adapted in light of 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.

Despite the challenges, 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. It is pleasing to note the high graduation throughput, the increasing research output and, above all, the significant advances in 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 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, by 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. 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 debated.

The most alarming elements of the crisis facing universities was when 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 professional and highly consultative, where there was a clear understanding of what roles they needed to play with regards to 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 an outstanding year for a University that is only a decade old.

COUNCIL EXPRESSES GRATITUDE TO THE VICE-CHANCELLOR FOR THE OUTSTANDING ROLE HE PLAYED IN STEERING THE UNIVERSITY

The performance contract of the Vice-Chancellor provides for two areas of achievement; to steward the University towards achieving the institutional goals set out in the Annual Performance Plan, and for achieving goals for which performance is reported below:

Leading, Initiating and Catalysing Change for the Next Decade

Prof Rensburg established six task teams that are 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 to achieve greater efficiencies and greatly enhanced devolution of authority, collegiality and decision making.

Much effort continues to be dedicated to securing progress towards implementing our Annual Performance Plan and implementing catalytic initiatives. Much encouragement and support are being provided to the Registrar to continue with the governance enhancement plans for Council, Senate and the MEC.

Ensuring Effective Measures are in Place and Actively Implemented to Retain, Attract and Nurture our Talent

Efforts are focused on implementing catalytic initiatives to signal in the next era. HR will ensure the effectiveness and timeliness of the recruitment process, and the recognition of internal top talent through appropriate remuneration. We are examining disruptive innovations to re-establish UJ as the home for Africa's top talent. 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 move towards the next stage of research productivity, from the 1 000 DHET output unit to the 1 500 DHET output unit level, which is focused on activating non-productive associate and full professors and converting master's/Doctoral publication-ready work into accredited publications.

Prof Rensburg identified the need to create a substantial top young global researcher/scholar recruitment fund which will enable young scholars to immediately start/continue their work. Further work in the scholarship of teaching and learning focuses efforts on enabling academics to improve their teaching philosophies and practices, and their research outputs.

A few quick wins include:

1. The implementation of a new academic calendar for 2016 that will transform 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
2. The conversion of temporary academic posts into permanent ones, with a yield of some 35 new permanent academic posts
3. The establishment of the Institute for Pan-African Thought and Conversation to establish UJ as Africa's epicentre for critical thought and conversation
4. The establishment and launch of the Johannesburg Institute for Advanced Studies, jointly with Nanyang Technological University of Singapore –the first Pan-Africa-Pan-Asia and premier inter-university project to advance the creation of leading thinkers for critical reflection on our mid- to high-level global questions.

Securing Progress Towards and Accomplishment of the Annual Performance Plan (APP)

The APP continues to build on the momentum of the 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 drawn from each of our six Strategic Objectives.

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, equivalent to 2% of the 2016 operating budget.

Supporting and Nurturing the Executives on the MEC and ELG to Individually and Collectively Accomplish Agreed Progress

Prof Rensburg's direct involvement with executive deans and executive directors to establish what support is required by them to achieve alignment to the strategic goals has resulted in the transfer of the incumbent Executive Dean of Law to the new position of General Counsel, and secured 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. Regular monthly meetings with MEC members provide an opportunity for achieving executive and cultural alignment and for two-way engagement.

We thank Prof Rensburg for procuring the services of one of South Africa's leading executive coaches to assist in further developing the MEC and achieving better personal and cultural alignment to our Global Excellence and Stature goal.

"External funding has been secured for a number of GES research development initiatives. Total research income thus mobilised was R25 million for the year"

Mobilising New External Funding for UJ's Global Excellence and Stature (GES) Initiative and for Bursaries and Fellowships

Prof Marwala has 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 raising R37 million in bursaries from public and private sector partners for indigent students and a further R1 million through the UJ Future Walk initiative. This has enabled our students who had qualified for NSFAS loans, but, due to inadequate funds, were unable to receive NSFAS loans.

Securing an Effective Working Relationship with Council, Senate, SRC and Convocation

Prof Rensburg has worked closely with the support of the Chairman of Council, Prof Marcus, and the Council Membership Committee, to advance Council and its committees, to a deliberative and comprehensive focus on policy, strategy, risk, transformation, performance monitoring, innovation, and sustainability. Similar work is being undertaken within Senate, arising from the #FeesMustFall protests, where 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.

The UJSRC has historically been highly successful in advancing inclusion and transformation. They played a significant role in the following initiatives; 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.

“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 early in 2016. At year end, we were in discussions with the UJSRC and other stakeholders to agree on interim arrangements. The refinement of the Convocation constitution is making steady progress to facilitate the achievement of shared goals.

Providing National Leadership Within Higher Education and Society

Prof Rensburg is recognised as a senior and respected leader within Universities South Africa and has interacted effectively with the Minister of Higher Education and

Training. Although his term as Commissioner of the National Planning Commission has concluded, he continues to be a respected national leader, where he co-chairs with the Deputy Minister of Basic Education, Education Dialogue SA. Recently, at the Durban Higher Education Summit, he successfully chaired and steered a potentially fractious session on students’ views and experiences on transformation at universities. Prof Rensburg continues to serve as Chairman of the READ Foundation.

Cultivating UJ’s Global Reputation, and Providing Global Thought Leadership

During 2015, Prof Rensburg achieved much in cultivating the University’s global reputation by 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 well represented at the inaugural Africa University Summit in Dakar where they discussed the development of Africa’s universities over the next 50 years, and where Prof Rensburg presented a paper on university differentiation.

Furthermore, in recognition of his global leadership, as the only African Vice-Chancellor, he 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



Cracow University



Belarus State University

International delegation visits to
strengthen UJ's global footprint
and partnerships.



Gambian delegation

Management University, National University of Singapore, Lausanne University, University of Toronto and ETH-Zurich. Similarly, he was 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. He also provided thought leadership at the Universitas 21 universities meeting in Santiago, on the meaning of the concept “great universities”. Prof Rensburg leads by example and has published four publications, single and co-authored with a postdoctoral fellow and two other colleagues at UJ, which were published during 2015 within DHET and Scopus-listed publications.

Institutional Communication and Leadership

Prof Rensburg stewards 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. The strategic focus continues 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 and the Senate, and through awards functions, such as the Vice-Chancellor's Awards.

Through the regular Vice-Chancellor Campus visits, Senate meetings and meetings with the Senior Leadership Group, Prof Rensburg has motivated a shared institutional leadership culture. The success of his leadership efforts and leadership style is reflected in the excellent progress that has been 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.



Personal Donations

Prof Rensburg has his heart invested in the advancement of UJ and has made substantial donations to UJ's Needy Student Fund, which provides meals to needy students; towards the cost of a postdoctoral fellowship focusing on the contemporary evolution of higher education systems, policies and institutional cultures; towards bursaries for the UJ-based NGO capacity development programme; and towards an inter-generational youth leadership development initiative.

The role of a Vice-Chancellor in a South African university is one that requires high-level personal commitment, dedication and unbelievable sacrifice to meet the demands of a disenchanted student and worker body, who in many respects have legitimate demands. We are most grateful to the active, motivating and intensely personal efforts made by Prof Rensburg in advancing UJ over the past ten years.

The University is required to develop and deliver an Annual Performance Plan (APP) to the Department of Higher Education and Training. To balance the requirements set out by the Department with those expected from Council, a dual reporting system with minimal overlap has been developed. This reporting system has been significantly enhanced, providing Council with a dashboard indicating where performance is meeting expectations and those areas that require attention.

The 2015 APP dashboard report for the overall performance of the institution illustrates impressive achievements in almost every critical key performance indicator where 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, 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 met. The process of realigning agendas, as well as requiring the executive management to provide ongoing updates on progress, has required both Council members and executive management to change the way they operate. The new system has begun to have a positive impact on the way in which Council can play an increasing oversight role. Getting used to the new system and changes has been challenging and has also placed additional accountability on executive management. Council wishes to express its satisfaction on 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

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 expresses 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 to be more focused on the generation of third-stream income. This source of income is becoming critical in ensuring the longer-term sustainability of the University. Through a focused approach, projects that have potential are being earmarked for accelerated support. A number of University-based technologies 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 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 able to retain key staff and is encouraged by the 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.

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. 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 an innovative 21st century academic institution is a tribute to the teams that lead the organisation. Council expresses 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. 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 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 to all of its Councillors who have, through the year, exercised their role with due diligence. My sincere appreciation goes to my fellow members of Council who have supported me as their Chairperson.


 A handwritten signature in black ink, appearing to read "Roy Marcus".

Prof Roy Marcus
Chairperson of Council

VICE-CHANCELLOR AND PRINCIPAL'S OVERVIEW

2015 will be remembered for the #FeesMustFall protests which saw a new dispensation for higher education. Widespread student activism prompted universities and the state to re-examine matters of affordability of higher education and the financial plight of the majority of South African students. Other concerns highlighted were the transformation of universities, the fairness of wages paid to outsourced services, university freedoms, including student and employee's rights to protest, and engagement and communication with university communities. These critical matters are receiving the full and comprehensive attention of the state and of university leadership. Some of the immediate positive outcomes of engagements involving students, staff, universities and the state include:

- A zero percent fee increase for university education for 2016;
- Converting debt of students to loans who, in the years 2013 to 2015, had qualified for state aid through the National Student Financial Aid Scheme (NSFAS);
- That outsourced services were to be insourced during the period 2016 to 2017.

The state established a Presidential Commission of Enquiry to investigate the feasibility of free tertiary education; the Commission is expected to submit its report by the end of October – in time for budget decision-making for the 2017 university year. In response to calls for the acceleration of transformation, and for the decolonisation of knowledge and the University, the UJ Senate established an ad hoc committee to critically examine and advise the University on remedial initiatives.

However, it is troubling that peaceful protests escalated 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 the responsible people must be held accountable.

“Through a series of extensive engagements with UJ’s academics – within faculty board settings, with our professional and support staff, our outsourced service staff, and with student leaders – University management has developed a well-established University engagement programme”

Campus visits and walkabouts to University residences have been intensified, through the participation of staff, students and outsourced workers. In order to nurture a deepened democratic, yet responsible, culture and tradition the University is liberalising its rules and guidelines on student protests. 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 an actively engaged University, and a more responsive and accountable University leadership.

I am pleased to report that despite efforts to disrupt the 2015 year-end examinations at UJ, they proceeded without interruption, as did supplementary examinations in December 2015. We are extremely proud of the University Council, management, Convocation, academics, professional and support staff, and students, who, amidst the turmoil, demonstrated extraordinary professionalism, dedication and resolve.

As a result 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. Some 9 046 students were able to graduate during our autumn graduations in 2016. 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. 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. Your committed partnership and investment in the UJ vision and mission is appreciated. We will continue to work together to realise our national and global goals for an 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 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.



Since the inception of UJ in 2005, we have much to celebrate. 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 is to achieve global prominence for an inclusive and sustainable future. Our singularity of purpose will ensure that we succeed. Prominence 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, and to make a major contribution to creating a more just, equitable and fair South Africa.

85%

undergraduate module
completion rate

11 082

students will graduate in 2016
(8 060 in Autumn)
(2 222 in Winter)

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

UJ's legacy is an exemplary contribution to research, to teaching and learning, and 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.

With considerable pressure to increase enrolments, the University has to carefully manage the balance between the need for more widened access and the maintenance of global excellence for our programme offerings. At the end of 2014, 111 000 students applied for the 10 500 first-year undergraduate places for 2015. Informed by our No Appli-

cation Fees for Online Applications policy, 87% applied online for admission as opposed to only 11% in 2014 prior to the implementation of this policy.

Applicants received an automated response ('acknowledge receipt') within 24 hours of the submission of the online application. The pre-screening of applicants against their Grade 11/12 results listed what the candidate qualified for. 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 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 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.



Affordability of university fees is a major concern to potential and current students and we will continue to support our students through:

- the top-up to the National Student Financial Aid Scheme (NSFAS) to the value of R45 million;
- the R12 million UJSRC Trust Fund which 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 “missing middle” – these students do not qualify for NSFAS but their family income is insufficient to finance their studies through loans; the R12 million UJSRC Trust Fund which supports students who, due to inadequate NSFAS funds, are unable to finance their university studies;
- through the support of the R10 million that funds two meals a day to 3 500 financially needy students.

With regard to transformation, the University has made good progress. Ten years ago the University had only 147 (20.6%) black academic staff; by the end of 2015, this had grown to 418 (37.1%). In 2015, the University had 32 619 (71.6%) black students; this has now grown to 44 646 (90.5%). Since inception, when less than 10% of our first-year class comprised students coming from Quintile 1 and 2 schools that serve the poorest in our nation, this has now grown to 28%. However, we acknowledge that much remains to be done. Our attention must be focused on creating a welcoming, embracing and far more diverse University community environment. 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.

72%
black students
in 2015
(32 619 students)

91%
black students
in 2016
(44 646 students)

147
black academic staff
in 2006 (20.6%)

418
black academic
staff at the end
of 2015 (37.1%)

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

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 University is the only African member of the prestigious Universitas 21 group of research-intensive universities”

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 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.

67th

out of BRICS
6 200 universities

8th

out of all BRICS
universities for
its proportion of
international faculty

6th

out of universities
on the African
continent

Furthermore, as affirmation of UJ's now strong research tradition, in 2015 the National Research Foundation (NRF) awarded 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 Schmahmann
(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).



Prof Heidi Abrahamse
Faculty of Health Sciences:
Laser Applications in Health



Prof Brenda Schmahmann
Faculty of Art, Design and
Architecture:South African
Art and Visual Culture



Prof Leila Patel
Faculty of Humanities:
Welfare and Social Development



Prof Elizabeth Henning
Faculty of Education:
Integrated Studies of Learning,
Mathematics and Science in
the Primary School



Prof Fiona Tregenna
Faculty of Economic
and Financial Sciences:
Industrial Development



Deputy Minister in the Presidency,
Buti Manamela unveils the plaque for the
Youth Development Institute of South Africa

40%
South Africa's total
research publications
output for Africa

7%
of South Africa's
total research
publications output
produced by UJ

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.

“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”

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 expand 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 develop 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 Post-graduate 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 output units (N-1)(submitted) in 2015 stood at 1 294. UJ now produces 7% of South Africa's total research publications output. Considering that South Africa produces 40% of Africa's total output, this achievement is remarkable in view of UJ's extraordinarily high teaching/undergraduate load, and given that the University does not have a medical school.

“Over the past five years, 13% of UJ’s publications are within the top 10% of the world’s most highly cited publications”

According to the Scopus citation database – one of the leading sources for assessing the quality and impact of research outputs – the annual number of citations received by the University’s 5 272 publications for the five-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 are 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 developing and growing a critical mass of scholars across research areas by attracting and retaining outstanding academics. Interventions include the identification of, and support for, potential new applicants for National Research Foundation rating. 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 14 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%.

“At the end of 2015 the University could boast 156 rated researchers”

Our efforts to broaden the pipeline into the scholarly community have seen us grow 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 aim to 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.

31

accredited research
publication output units
of PDRFs in 2013

64

accredited research
publication output units
of PDRFs in 2014

6

institutional research
publication output units



Postgraduate School building - Akanya - derived
from a Setswana word meaning 'To Think'.

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 value 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 is 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.

“The year under review saw an increase in the value 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”

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 to host the first Africa Universities Summit. The 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 Summit is a commitment to focus our internationalisation efforts and to nurture at least 200 Africa-wide centres of excellence. The Summit also provided the opportunity to debate a new Pan-African university ranking system.

11%

increase in
Doctoral enrolments

7 356

postgraduate students
enrolled in 2015

9%

increase in
Master's
enrolments

4%

increase in
postgraduate
graduations

International delegations at
Times Higher Education Summit 2015.



TIMES HIGHER EDUCATION SUMMIT 2015



From left: Former President of South Africa, Thabo Mbeki; Prof Ihron Rensburg; Premier of Gauteng, David Makhura and Times Higher Education Editor, John Gill at the Inaugural Times Higher Education Africa Universities Summit.

During 2015, the University co-hosted the Nelson Mandela 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". The University honoured Prof Piketty with its highest honour, the *doctor honoris causa*.

While our 50 000 students come from across South Africa, we also have close to 3 000 international students from more than 80 countries, and we aim to increase this 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.



50 000

students from across
South Africa

3 000

international students

80

countries



Prof Thomas Piketty
UJ conferral



On 20 April 2015, thousands of UJ students joined forces with the University's leadership and staff to march at the Auckland Park Kingsway Campus against Xenophobia.

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.

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 and build on our many accomplishments. We will develop and implement plans to address critical themes within the Africanisation/decolonisation of the University. We aim to share knowledge through 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.

"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"



STRATEGIC OBJECTIVES 2025

The six strategic objectives provides a focused means for realising the Vision, Mission and Values of the University. They further represent a the context of a wider positioning of the University as “The Pan-African” Centre for Critical Intellectual Inquiry, with the primary goal of achieving global excellence and stature.

1: Excellence in Research and Innovation

POSTGRADUATE STUDIES:

- Innovative programmes
- Increased enrolment in PGDip, Honours, M and D programmes
- Percentage PG students from other universities
- Excellent infrastructure
- Outstanding academics (highest qualification)
- Consistently high PG output (N-1)

RESEARCH:

- Research productivity
- Research collaboration (N-1)
- Research impact, reputation and stature
- Research funding
- Research capacity

INNOVATION

- Applied technology-driven research and innovation
- Technology transfer
- Revenue and/or investments in commercial activities generated from commercialisation

2: Excellence in Teaching and Learning

ENROLMENT PROFILE

- An enrolment profile across all primary disciplinary areas with growth in Education and SET fields
- Increased enrolment in postgraduate studies
- Enrolment of outstanding students
- A significant number of international students
- A significant proportion of first-time entering UG students from schools in the lowest two quintiles

INTELLECTUALLY RIGOROUS CURRICULA WHICH RESPOND INNOVATIVELY TO THE CHALLENGES OF THE 21ST CENTURY:

- Constant and dynamic use of learning and teaching with technology
- Programmes that are internationally accredited
- Programmes that are regularly quality assured and enhanced
- Programmes that prepare students for the world of work

OUTSTANDING ACHIEVEMENTS ACROSS

OUR DIVERSE STUDENT BODY:

- Excellent student success rates, retention and graduate output
- Recognition of top student achievement
- Intellectually challenging extra-curricular opportunities for students opening pathways to PG studies
- Graduate employability (N-1)

PRE-EMINENCE AND STATURE AS

A TEACHING-FOCUSED INSTITUTION:

- Teaching developed as a scholarly activity
- Regular teaching evaluation by students and peers

3: International Profile for Global Excellence and Stature

INTERNATIONAL STUDENTS:

- Focused recruitment of international students at undergraduate level
- Focused recruitment of international students at postgraduate level
- An enriching international student experience in a supportive environment

INTERNATIONAL STAFF:

- A supportive environment for international visiting and resident staff

STRUCTURED ABROAD PROGRAMMES – INBOUND AND OUTBOUND:

- Structured inbound study abroad programmes
- Partners offering structured outbound study abroad programmes

SMART INSTITUTIONAL PARTNERSHIPS:

- Forging of significant partnerships to leverage recruitment opportunities, funding opportunities, the offering of joint degrees and executive leadership programmes

4: Enriching Student-friendly Learning and Living Experience

EXCELLENT TEACHING AND LEARNING FACILITIES:

- Well-equipped teaching and learning spaces of adequate size to serve a variety of purposes
- An excellent overall student experience (N-1)

LEARNING AND LIVING COMMUNITIES:

- Residences and day-houses of quality on campus that promote cultures of learning and social responsibility
- Accredited off-campus accommodation

A RESPONSIBLE AND RESPECTFUL STUDENT CULTURE AND ETHOS:

- Student voluntary service

5: National and Global Reputation Management

PAN-AFRICAN VALUE PROPOSITION, CHARACTER AND PERSONALITY:

- Pan-African public scholarship for critical intellectual inquiry
- Naming project

ELEVATED ACADEMIC REPUTATION:

- Enhanced public awareness of academic/research achievements
- Public acknowledgment of teaching commitment and expertise at Faculty and at University level
- Active participation in international networks

DYNAMIC BRAND:

- Established global excellence and stature

NATIONAL AND GLOBAL STRATEGIC COMMUNICATION:

- Global reputation building

ALUMNI:

- Active alumni contributing positively to UJ's reputation and resource base

6: Fitness for Global Excellence and Stature

FINANCIAL STABILITY AND SUSTAINABILITY

TO SUPPORT THE GES DRIVE:

- Financial stability
- Financial sustainability
- Annual investment in academic project

EFFECTIVE FINANCING OF ACADEMIC PROJECT:

- An employment strategy for academic staff that builds proportions of black, women, disabled, and international staff
- Retention of academic staff
- Academic staff to student ratios appropriate to UJ programme offerings
- A senior academic staff complement to enable high levels of student performance

SUSTAINABILITY:

- Responsible stewardship of the environment

GOOD GOVERNANCE:

- Legal and ethical compliance
- Risk management and mitigation of risk

ANNUAL PERFORMANCE REVIEW

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 that were selected for ongoing monitoring, and aggregating to an overall total of 25 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.



A REVIEW OF KEY HIGHLIGHTS OF 2015

Improvements to Committee Governance and the University Secretariat

In 2015, 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 to keep the University community informed about the discussions and decisions of the Senate and its committees.

Following recommendations from the Council Workshop in 2014, good progress has been made to evolving the structure and functions of Council and its committees. 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 designed to assist in the development of the next cohort of academic leaders, and is focused on the transformation of the senior academic staff cohort to one that is 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

An expansion of the academic core has, over the last decade, grown from 850 to 1 155 permanent academic staff. 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%.

In 2015, 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 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.

The **Global Excellence and Stature (GES)** Fund provided additional academic resources to flagship programmes, with the appointment of 60 assistant lecturers, of whom 68% were black, Coloured and Indian, and 69 senior tutors, of whom 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, which, 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 steadily improved over the 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. An important insight produced in this analysis was 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 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.

For 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.

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.

Change in Academic Calendar for 2016

A new academic calendar for the University is to be implemented in 2016, which 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.

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. UJ now produces a highly significant 25% of all black chartered accountants.

R35m

**spent on tutor funding
and training – a support
programme that is
the largest in Africa**

NEW PROGRAMMES

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 will 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.
- The Faculty of Engineering and the Built Environment has new multidisciplinary flagship Master's degrees in Sustainable Energy and in Sustainable Urban Planning and Development which 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 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. 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)

On recommendations from the international reviews for the Faculties of Management, and of Economic and Financial Sciences, the two faculties were tasked 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 supported the establishment of the JBS. 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. The establishment of the JBS will also see the merger of the two commerce faculties.

Establishment of the UJ Medical School

UJ has completed a comprehensive review related to the need for additional medical practitioners in South Africa. 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, 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 at both provincial and national government levels, with the goal of establishing the Johannesburg Medical School in 2018.

New Online Learning Initiatives

The opportunities for widened access has been the driver behind the Executive Leadership Group's decision to enter into a partnership with the international online academic-provider company, Academic Partnerships (AP), to offer online learning programmes. AP has had success in growing university enrolments on a significant scale, and this partnership is anticipated to have a positive effect on enrolment and throughout.

Four coursework Master's programmes in Education, Health Sciences and Management, plus a Continuing Education Programme (or CEP) in Cyber-Citizenship have been iden-

tified 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 University made excellent progress during 2015 on nurturing an inclusive, cosmopolitan and Pan-African tradition, culture and identity, 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 to improve the accreditation process and to prevent possible fraud and/or irregular activities. This review is 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 were declined accreditation because of the Off-campus Office's enforcement of the stringent Occupational Health and Safety Standards. 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 residence
names and logos.

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 the planning stage.

Campus Security Improvements

Implementation of the campus safety improvement 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

Several capital works projects have been completed or are 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.



Funda UJabule, situated at the Soweto Campus



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 have been implemented.

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.

65%
 black staff
 appointed
 in 2014

76%
 black staff
 appointed
 in 2015

AUDITED FINANCIAL STATEMENTS

The financial operating outcomes represent 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.

“The University has achieved its budgeted income for 2015, with the actual income, including investment income, reaching 103% of budget”

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.

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, the state will finance only 70% of the projected R200 million fee increase, and the shortfall of R60 million will have to be financed through austerity measures, which could have harmful medium-to-long-term consequences for the University's academic programme.

**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. Available on www.uj.ac.za: 2015 UJ Compliance Report.*

SUSTAINABILITY AND CORPORATE CITIZENSHIP

Global universities such as UJ are challenged to take up their corporate citizenship responsibilities. Corporate citizenship comprises five key pillars, namely, environmental, social, economic, governance and community engagement. In the Statement on Environmental Sustainability, UJ continues to focus 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, is down by approximately 7.8% to 54 832 tons of CO₂. 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 at the Soweto Campus.

The use of "green" energy from renewable sources will be phased in to achieve a target CO₂ reduction of 10% by the end of 2017. During 2015, UJ continued with its roll-out of energy meters across its campuses and off-site properties, and now has the capability of providing live reports of electrical energy consumption and comparative analysis of key consumption areas. There are improvements in waste recycling due to the increased volume of refuse waste which is now 28.6%.

Water consumption at UJ is closely linked to its electricity consumption and UJ has made use of an external supplier to monitor water consumption and to develop an accurate baseline. 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 shaping 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.

LOOKING AHEAD

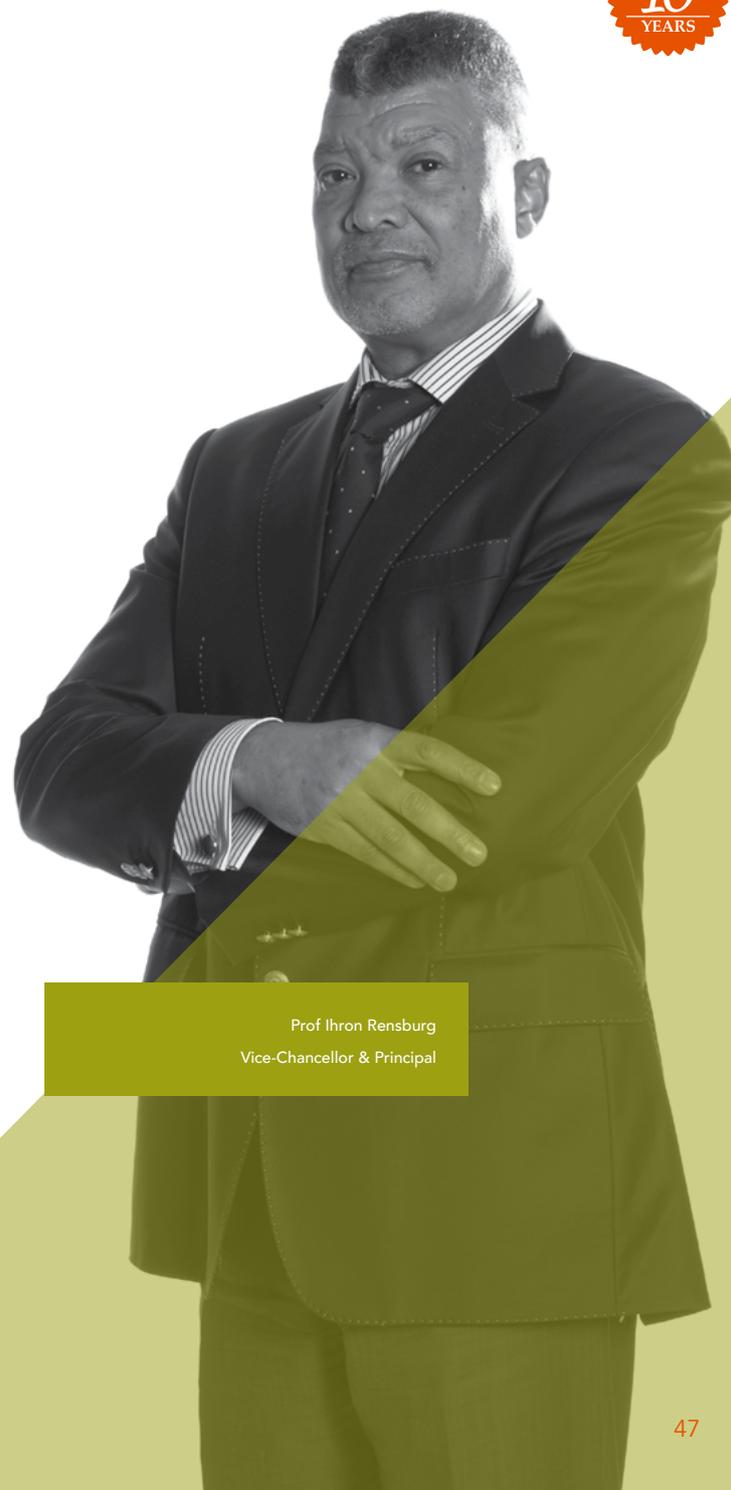
Informed by the deliberations of the Executive Leadership Group on the state of the University within the national system, as well as the state of our political, economic and social environment, and as we make progress towards our 2025 Strategic Plan, during 2016 we must:

- Establish more effective internal and external University communications;
- Nurture a more diverse, inclusive and caring University culture at all levels within the faculties and support divisions;
- Discover, with our peers, short-term and lasting funding solutions for the “missing middle”
- 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.



Prof Ihron Rensburg
Vice-Chancellor & Principal



Prof Ihron Rensburg
Vice-Chancellor & Principal

EXECUTIVE LEADERSHIP



EXECUTIVE LEADERSHIP GROUP



Prof Ihron Rensburg
Vice-Chancellor and Principal



Prof Angina Parekh
Deputy Vice-Chancellor: Academic



Prof Kinta Burger
Registrar



Ms Tumi Mketi
Senior Executive Director in
the Vice-Chancellor's Office



Prof Tshilidzi Marwala
Deputy Vice-Chancellor: Research,
Postgraduate Studies and The Library



Prof Patrick O'Brien
General Counsel



Mr Jaco Van Schoor
Deputy Vice-Chancellor: Finance



Ms Mpho Letlape
Deputy Vice-Chancellor:
Strategic Services

EXECUTIVE DEANS



Prof Federico Freschi
Executive Dean: Faculty of Art,
Design and Architecture



Prof Saurabh Sinha
Executive Dean: Faculty of Engineering
and the Built Environment



Prof George Mpedi
Executive Dean: Faculty of
Law (Acting) (Held office until
31 December 2015)



Prof Amanda Dempsey
Executive Dean: Faculty of Economic
and Financial Sciences



Prof Andre Swart
Executive Dean: Faculty
of Health Sciences



Prof Daneel van Lill
Executive Dean: Faculty
of Management



Prof Sarah Gravett
Executive Dean: Faculty of Education



Prof Alex Broadbent
Executive Dean: Faculty of Humanities



Prof Debra Meyer
Executive Dean: Faculty of Science

EXECUTIVE DIRECTORS



Dr Rose Laka-Mathebula
Executive Director: Student Affairs



Mr Milcho Damianov
Executive Director: Division of
Institutional Advancement



Dr Mala Singh
Executive Director: Human Resources



Ms Nolwazi Mamorare
Executive Director: Financial
Governance and Revenue



Prof Rory Ryan
Executive Director: Academic
Development and Support



Mr Hennie Kruger
Executive Director: Expenditure

EXECUTIVE DIRECTORS (CONTINUED)



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Executive Director: Library and
Information Centre



Mr Andile Swartbooi
Executive Director: Information and
Communication Systems



Dr Pinkie Mekgwe
Executive Director: Internationalisation



Mr Sinthemba Mpambane
Executive Director: Operations

SENIOR DIRECTORS



Ms Trish Gibbon
Senior Director: Institutional Planning,
Evaluation and Monitoring



Prof Shireen Motala
Senior Director: Postgraduate School



Ms Nomsa Mahlangu
Senior Director: Sport



Dr Joe Manyaka
Senior Director: Campuses



Dr Linda Mtwisha
Senior Director: Strategic Initiatives
and Administration

FINANCIAL REVIEW

Despite a tough economic and student political environment, the University of Johannesburg achieved positive operating results for 2015. Very tight budgetary controls, NSFAS funding shortfalls, rising utility bills, #FeesMustFall 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.

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.

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 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 and received an unqualified external audit report.

The University's 2015 consolidated operating income increased by 12.59% from 2014: this was mainly due to increases in the subsidy (2.74%), tuition and residence fees (9.73%), research income (94.92%) and other income (42.01%).

13%
increase in consolidated
operating income

3%
increase in subsidy

10%
increase in tuition
and residence fees

The consolidated remuneration expense, which represents a major portion of the University's expenses, increased by 8.86%, bursaries by 11.11% and operating expenses by 13.54%. The operating expenses include the cost of utilities, cleaning and additional security due to the #FeesMustFall protests during the last quarter of the year.

The 2015 consolidated operating surplus is R34m (2014: operating deficit of R42m) a turnaround of R76m, which is a positive turn.

The consolidated surplus for the year is R303m (2014: R330m).

The market value of the University's investment portfolio increased by R178m to R3 282m (2014: R3 104m): these investments are managed by external fund managers under agreed investment mandates.

“The 2015 consolidated operating surplus is R34m (2014: operating deficit of R42m) a turnaround of R76m, which is a positive turn”

Reserves were positively impacted by the consolidated surplus and effective investment management during the year, which resulted in investment income of R303m (2014: R384m). In total, the 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). The University's reserves are used, amongst others, for strategic investments in the academic project, major infrastructure maintenance and infrastructure development. The maintenance of these reserves, at an appropriate level, are of utmost importance for the financial sustainability of the University.

The increased student debtors were as a result of lower fee collection due to the student protests and NSFAS payments which were not received before year end. The outstanding fees were collected during the 2016 registration period.

“The market value of the University’s investment portfolio increased by R178m to R3 282m (2014: R3 104m), these investments are managed by external fund managers under agreed investment mandates”

UJ’s financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2015. The Management Executive Committee is convinced that, based on its financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2016 and beyond.



Jaco van Schoor CA(SA)
 Deputy Vice-Chancellor: Finance

R303m

consolidated surplus
 for the year

R178m

increase in University’s
 investment portfolio

9%

increase in
 consolidated
 remuneration
 expense

11%

increase in
 bursary expenses

14%

increase in
 operating expenses

UJ @ A GLANCE



HIGHLIGHTS

R37m

received in bursaries from public and private sector partners for UJ indigent students, and a further R1 million through the UJ Future Walk initiative was raised in 2015

67th

QS World University Rankings of universities in the BRICS countries (Brazil, Russia, India, China and South Africa) ranked UJ among the top 100 universities, placing it 67th among this economic bloc's 6 200 universities

6th



in the Thomson Reuters ranking of universities on the African continent

5th

in South Africa the Quacquarelli Symonds World University Rankings of universities in the BRICS countries



UJ is the only African member of the prestigious Universitas 21 group of research-intensive universities

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

R141.89m

National Research Foundation (NRF) Funding in 2015

16

UJ subjects were judged to be in the top 300 globally

R229m

total external research income

6 502

total citations per publication (reported N-2)(data updated 24 August 2016). 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 on average

1 294

accredited research output units attained (N-1)(submitted)

7 327

Honours, Master's and Doctorates enrolled in 2015

204

postdoctoral research fellows in 2015

HIGHLIGHTS

156

NRF-rated researchers
in 2015

R74.95m

The University's internal
research budget in 2015

R38m

raised for "missing middle"
students



For the 10-year period, UJ's citation
impact has been 13% greater than
expected, with the figure rising to
32% greater for 2015 publications.

152

total faculty-based
Community Engagement
(CE) projects

18

division-focused
CE projects

42

student-driven
CE projects
were registered

R100m

in postgraduate funding
support, growing by 35%
between 2014 and 2015

UJ's Centre of Excellence
for Integrated Mineral and
Energy Resource Analysis
(CIMERA) focuses on the origin,
distribution and character of
Earth mineral and fossil energy
resource systems

83%

made use of free campus
Wi-Fi across our four
campuses during 2015

R35m+

total commitment to tutor support
in 2015. Strategic Tutor Fund
has provided an additional
R12.5 million to the faculties
for tutor appointments



60%

students own either
a tablet or a laptop

83%

made use of free
campus Wi-Fi across
our four campuses
during 2015

67%

undergraduates access
Blackboard and the
Internet on a daily basis
for their studies

HIGHLIGHTS



93%

of UJ graduates obtain employment within a year of graduation

3 524

students supported through the Student Meal Assistance Programme – in partnership with Gift of the Givers and Stop Hunger Now Organisation and UJ Student Affairs

R34m

Foundation Grant awarded to UJ for the 2015/2016 cycle. The 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.

95%

increased access by students to the library's electronic course reserves

75%

of first-year modules use handheld devices for teaching and learning Rollout of devices/tablets at UJ entered its 3rd year, with 78% of 7 200 students indicating that the devices are instrumental during lectures

8 432

students in the Work-Integrated Learning and Service environment in 2015

In 2015, UJ Metropolitan Academy (a ward of the Faculty of Education) obtained a 100% pass rate (95 learners), with 95, 8% learners attaining bachelor's endorsement and 3.2% diploma endorsement



UJ Library, the first in South Africa to offer a lending service for Mobile Power Units, a service utilised 19 103 times in its pilot year

85%

pass rate achieved by UJ graduates in the South African Institute of Chartered Accountants' (SAICA's) Initial Test of Competence (ITC)

10 050

Volunteer Champions who participate in organised outreach projects

49 343

student enrolment headcount

85%

module completion rates (success rates) for undergraduate in 2015

12 DEPARTMENT OF SCIENCE AND TECHNOLOGY/NATIONAL RESEARCH FOUNDATION RESEARCH CHAIRS

Prof Brenda Schmahmann

South African Art and Visual Culture
(Faculty of Art, Design and Architecture)

Prof Fiona Tregenna

Industrial Development
(Faculty of Economic and Financial Sciences)

Prof Elizabeth Henning

Integrated Studies of Learning Language,
Mathematics and Science in the Primary School
(Faculty of Education)

Prof Jace Pillay

Education and Care in Childhood
(Faculty of Education)

Prof Heidi Abrahamse

Laser Applications in Health
(Faculty of Health Sciences)

Prof Leila Patel

Welfare and Social Development
(Faculty of Humanities)

Prof Chris Landsberg

African Diplomacy and Foreign Policy
(Faculty of Humanities)

Prof Peter Alexander

Social Change
(Faculty of Humanities)

Prof Hennie Strydom

International Law
(Faculty of Law)

Prof Vinod Gupta

Nanotechnology for Water
(Faculty of Science)

Prof Fanus Viljoen

Geometallurgy
(Faculty of Science)

Prof Ben Erik van Wyk

Indigenous Plant Use
(Faculty of Science)

Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA)

The DST-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis (CIMERA) focuses on the study of the origin, distribution and character of Earth mineral and fossil energy resource systems which aims to ensure their sustainable utilization, not only in South Africa but Africa as a whole. CIMERA's Eight Focus Areas include: Metallogenesis of Early Earth Mineral Resource Systems; South Africa's Three Superlative Mineral Resources; Fossil Energy Resources of Sedimentary Basins; Small Scale Mining Opportunities in South Africa; Critical Metals of the Future; New Bulk Mineral Resources Developments in Africa; Environmental and Medical Geology; Public Awareness and Education.

RESEARCH CENTRES

- Visual Identities in Art and Design
- 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
- South African Accounting History Centre
- Centre for Education Rights and Transformation
- Centre for Education Practice Research
- Centre for the Study of Democracy
- Centre for Social Development in Africa
- Centre for Anthropological Research
(subject to submission)
- Laser Research Centre
- Water and Health Research Centre
- South African Institute for Advanced Constitutional,
Public, Human Rights and International Law
- Institute of Transport and Logistics Studies (AFRICA)
- Centre for Information and Knowledge Management
- Centre for Work Performance
- African Centre for DNA Barcoding
- Research Centre in Synthesis and Catalysis
- Paleoproterozoic Mineralization Research Centre
- Centre for Nanomaterials Science in Research
- Centre for Competition, Regulation and
Economic Development
- Ali Mazrui Centre for Higher Education Studies

GES FLAGSHIP INSTITUTES

- Intelligent Systems Institute
- Pan-African Institute of Thought and Conversation
- Confucius Institute
- Johannesburg Institute for Advanced Study
- International Commercial Law
- Graduate School for Architecture

Other Chair Programmes

- **Prof Brenda Leibowitz**
Teaching and Learning Research Chair
(Faculty of Education)

OTHER EXTERNALLY FUNDED RESEARCH CHAIRS AT UJ

City of Johannesburg Chair in Green Innovation

This Chair focuses on sustainable development, as well as the City of Johannesburg's aim of a resilient, liveable, sustainable urban environment underpinned by infrastructure support for a low-carbon economy.

UNESCO Chair in Value Education

The purpose of the Chair shall be to promote an integrated system of research, training, information and documentation in the fields of education, particularly helping young people to live together in an atmosphere of peace, respecting themselves and one another and contributing to sustainable development.

Youth Development Institute of South Africa

The Youth Development Institute of South Africa (YDISA) was established through a collaborative partnership between UJ and the National Youth Development Agency.

Establishment of UJ Postgraduate School (UJPS)

The establishment of the UJ Postgraduate School (UJPS) in 2015 is a significant step towards providing effectively and efficiently managed resources in improving UJ's postgraduate performance and to serve and support postgraduates holistically through a single, highly accessible point of contact, thus serving to advance their progress and success.

New Academic Calendar

In 2016, UJ launched a groundbreaking new academic calendar that will provide for: scheduled research time; longer open periods for academic development; and enriching programmes for UJ students' international inbound and outbound programmes.

Accelerated Academic Staff Development

The Accelerated Academic Staff Development programme to develop new cohorts of academic leaders and redress gender and race imbalances in the academic staff complement.

FACULTY HIGHLIGHTS





**FACULTY OF ART,
DESIGN AND
ARCHITECTURE
(FADA)**

1 370

consolidated surplus
for the year

1 370

headcount enrolment

87%

academic
performance rate

399

graduates being
awarded qualifications

273

undergraduate modules (including
BTech) were taught in the Faculty
in 2015 with an overall success
rate of 91.3%

46.81

DHET units produced
by the faculty

25.83

units from journal articles

10.83

units from conference proceedings

8.52

units from books

1.83

units from book chapters

11%

modest but consistent
growth per annum in
research output

28

research-active, full-time academic
staff who contributed creative work
as research in 2015

Departments:

- Architecture
- Fashion Design
- Graphic Design
- Visual Art
- Interior Design
- Multimedia
- Jewellery Design and Manufacture •
- Industrial Design

Research Centres:

- Design Society Development (DSD)
- DESIS Lab
- Visual Identities in Art and
Design (VIAD)

Prof Brenda Schmahmann is the
SARCHI Research Chair in South
African Art and Visual Culture

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.

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. 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 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 interests 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. The Postgraduate School of Architecture (PGSA), with Prof Lesley Lokko designated the Head Coordinator of the Postgraduate Programme, would start in 2016, with the undergraduate programme continuing at the Department of Architecture.

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).

CELEBRATING
10
YEARS



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 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.

Way Forward and Conclusion

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

"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"

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 Scholarly Teaching and Art, Architecture and Design (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.

Prof Federico Freschi
Executive Dean: Faculty of Art,
Design and Architecture





**FACULTY OF
ECONOMIC
AND FINANCIAL
SCIENCES (FEFS)**

10 625

headcount enrolment

9 039

undergraduate enrolment
(inclusive of degrees and diplomas)

1 579

postgraduate enrolment

85%

undergraduate success rate
(in terms of module credits)

26%

total graduation rate

85%

pass rate achieved
by UJ graduates in
SAICA's Initial Test
of Competence (ITC)

45.09

preliminary units
(pending DHET submission)
subsidised publications
in the Faculty for 2015
of which;

31.86

journal article units

1.23

book chapter units

12

conference proceeding units

Departments:

- Accountancy
- Commercial Accounting
- Economics and Econometrics
- Finance and Investment Management

Research Centres:

- Centre for Competition Regulation and Economic Development (CCRED)
- Centre for Local Economic Development (CENLED)
- South African Accounting History Centre

Prof Fiona Tregenna is the SARCHI Research Chair in Industrial Development (awarded in 2015)

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 South Africa (and 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), achieving a reasonable pass rate of 66%, given that it is only the second time that UJ students have written such an examination.

“UJ retained its position as the biggest residential provider of black aspirant chartered accountants”

There are four core dimensions to the Faculty's international profile, namely 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.

Way Forward and Conclusion

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 revolved largely around the prospect of establishing a business school at the University. 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". 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.

Prof Amanda Dempsey
Executive Dean: Faculty of
Economic and Financial Sciences



and be joyful
Faculty of Education
University of Johannesburg
Caring. Dynamic. Engaged.

**FACULTY OF
EDUCATION**

3 954

headcount enrolment

3 241

total number of undergraduate students

190

total number of Master's students

126

total number of PhD students

1 012

total number of graduates

Prof Jace Pillay is the SARCHI Research Chair in Education and Care in Childhood

Prof Elizabeth Henning is the SARCHI Research Chair in Integrated Studies of Learning Language, Science and Mathematics in the Primary School (awarded in 2015)

88%

course (module) success (completion rate)

91%

module completion rate for the undergraduate degree (BEd)

103.21

research units produced by the Faculty comprising articles in accredited journals, research-based books and conference proceedings

Two strongest postgraduate programme areas:

- Educational Psychology
- Educational Leadership and Management;

Departments:

- Childhood Education
- Education and Curriculum Studies
- Education Leadership and Management
- Educational Psychology
- Science and Technology

Research Centres:

- Centre for Education Practice Research
- Centre for Education Rights and Transformation (CERT)
- South African Journal of Childhood Education

Institute:

Education Leadership Institute

Two schools associated with the Faculty:

- UJ Metropolitan Academy (secondary school)
- Funda UJabule School (primary school)

Part of the Faculty's global excellence aim 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 to 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 able to attract substantial development funding related to childhood education's work with the University teaching school, the Funda UJabule School. 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.

Way Forward and Conclusion

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.

Prof Sarah Gravett
Executive Dean: Faculty of Education





**FACULTY OF
ENGINEERING
AND THE BUILT
ENVIRONMENT
(FEBE)**

9 120

headcount enrolment

5 500

undergraduate diploma enrolments

2 734

undergraduate degree enrolments

693

Master's enrolments

175

Doctorate enrolments

868

Master's and Doctoral students

470

international or regional
undergraduate students enrolled

164

international postgraduate students

2

technology stations

15

rated researchers

Departments:

- Civil Engineering Science (ETDs)
- Civil Engineering Technology (ETDs)
- Construction Management & Quantity Surveying (ETDs)
- Town & Regional Planning (ETDs)
- Electrical & Electronic Engineering Science (ETDs)
- Electrical & Electronic Engineering Technology (ETDs)
- Mechanical and Industrial Engineering Technology (ETDs)
- Mechanical Engineering Science (Engineering Management) ETDs
- Quality and Operations Management (ETDs)
- Mine Surveying (ETDs)
- Mining Engineering (ETDs)
- Chemical Engineering
- Engineering Metallurgy (ETDs)
- Extraction Metallurgy (ETDs)

Schools:

- Electrical Engineering;
- Civil Engineering and the Built Environment
- Mechanical and Industrial Engineering
- Mining and Metallurgy and Chemical Engineering
- Postgraduate School of Engineering 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.

The 2009 Senate decision to merge the Departments: Mining Engineering and Mine Surveying was finally implemented at the end of 2015. The Institute of Intelligent Systems (IIS) was constituted in 2015, 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.

2015 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).

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 of 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. 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.

Way Forward and Conclusion

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. FEBE was 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 been identified for 2016, 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.

Prof Saurabh Sinha
Executive Dean: Faculty of Engineering
and the Built Environment





**FACULTY
OF HEALTH
SCIENCES**

3 738

headcount enrolment

2 639

undergraduate enrolment

89%

undergraduate (UG)
success rate in 2015

81%

postgraduate success
rate in 2015

64.5

units related to journal articles
were submitted by the Faculty
and the remaining units a
combination of books, chapters
and conference proceedings

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

External funding for research was obtained from:

- the NRF
- African Laser Centre
- WRC
- Univen
- Million-Gauteng Sport
- CATHSSETA
- Johannesburg Water
- the International Olympic Committee

Prof Heidi Abrahamse is the SARChI Research Chair in Laser Applications in Health

Departments:

- Biomedical Technology
- Chiropractic
- Emergency Medical Care
- Environmental Health
- Homeopathy
- Human Anatomy and Physiology
- Medical Imaging and Radiation Sciences (Radiography)
- Nursing
- Optometry
- Podiatry
- Somatology
- Sport and Movement Studies

Clinics:

- Biokinetic Clinic
- Chiropractic Clinic
- Homoeopathy Clinic
- Optometry Clinic
- Podiatry Clinic
- Somatology Clinic
- Radiography Clinic

Research Centres:

- Laser Research Centre
- Water and Health Research Centre

In 2015, the Laser Research Centre (LRC) reached its target for research excellence and innovation. It hosted 16 post-graduate 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) also 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 to 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.

Way Forward and Conclusion

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.

Prof André Swart
Executive Dean: Faculty of Health Sciences



A photograph of the Enoch Sontonga building entrance. The building is constructed of grey bricks and features a prominent entrance with a dark, recessed doorway. Above the doorway, the name "ENOCH SONTONGA" is displayed in large, white, sans-serif capital letters. The entrance is topped by a modern, multi-tiered wooden pergola structure. In the foreground, a paved plaza with a checkered pattern is visible. A person in a white shirt and dark pants stands with their back to the camera, looking towards the entrance. Another person in a white shirt and light-colored pants is bending over, interacting with a small dog. Several other people are visible in the background, some sitting on a bench. The entire image is overlaid with a large, semi-transparent green diagonal shape that cuts across the scene from the bottom left to the top right.

ENOCH SONTONGA

**FACULTY OF
HUMANITIES**

5 666
headcount enrolment

299
Master's headcount

143
Doctoral headcount

1 459
graduates

280
units submitted
97.08 (53%) more
than the 2014 total
of 183 units

Prof Peter Alexander is
SARChI Research Chair
in Social Change

Prof Chris Landsberg is
SARChI Research Chair
in African Diplomacy and
Foreign Policy

Prof Leila Patel is
SARChI Research
Chair in Welfare and
Social Development
(awarded in 2015)

Departments:

- African Languages
- Afrikaans
- Anthropology and
Development Studies
- School of Communication
- English
- French
- Greek and Latin Studies
- Historical Studies
- Linguistics
- Philosophy
- Politics and International Relations
- Psychology
- Religion Studies
- Social Work
- Sociology

Institutes:

- Confucius Institute
- Johannesburg Institute
for Advanced Study (JIAS)
(launched in 2015)

Research Centres:

- Centre for Anthropological
Research (CfAR)
- Centre for Sociological
Research (CSR)
- Centre for Social Development
in Africa (CSDA)



This very strong performance is probably the result of the Research Support Package which in 2015 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 for promising and successful researchers, may also have played a role. Ultimately, it is hard to assess the causality behind any of these correlations on the available data. In 2015, the Faculty saw substantial growth in academic posts, some of which took effect in January 2016. 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 current events.

Questions about relevance, impact, and decolonisation also challenge the Faculty going forward. Humanities disciplines are particularly prone to sceptical 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 contradictory, meaning that it is possible to satisfy them all. We hope to achieve a thorough kind of decolonisation. The drawback is that a thorough approach may 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.

Way Forward and Conclusion

We are setting up a process to review the curriculum in relation to these factors during the during 2016. 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; and resolving undesirable timetable clashes that restrict student choice and affect the viability of some programmes and departments.

Prof Alex Broadbent
Executive Dean: Faculty of Humanities



Law Clinic

FACULTY OF LAW

1 732

headcount enrolment

46%

first-time entering law students from high-performing South African schools (Quintile 5)

23%

first-time entering law students from lowest two quintiles (Quintiles 1 and 2)

9 310

registrations in the traditional undergraduate law modules

6 151

registrations in the undergraduate service modules

83%

success rate in the undergraduate service modules

85%

success rate in the traditional undergraduate law modules

383

undergraduate and postgraduate degrees conferred

9

researchers with National Research Fund (NRF) ratings

48.5

subsidy-generating publication units in respect of 261 articles published by members of the Faculty

Departments:

- Mercantile Law
- Practical Business Law
- Private Law; Procedural Law
- Law Clinic; Public Law

Research Centres:

- Research Centre for Private International Law in Emerging Economies
- Centre for Banking Law; the Centre for International Comparative Labour and Social Security Law (CICLASS)
- the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)

Prof Hennie Strydom is the SARChI Research Chair in International Law

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.

“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”

Way Forward and Conclusion

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 above-mentioned 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. 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.

Prof Letlhokwa George Mpedi
Executive Dean: Faculty of Law





THE KERZNER BUILDING SCHOOL OF TOURISM & HOSPITALITY



FACULTY OF MANAGEMENT

8 984

headcount enrolment

2 296

qualifications conferred per year over the last five years, of which 88% are undergraduate

R12m

continuous investment a year (over 5 years) into innovative teaching and learning practices (tutoring, First Year Experience Programme and additional lecturing)

85%

module success rate

64%

growth in research output

261

research output publications

13

National Research Foundation rated researchers in 2015

According to QS World University Rankings, the Faculty is ranked among the Top 300 in the world, in the discipline of Business and Management studies

Departments:

- Applied Information Systems
- Business Management
- Industrial Psychology and People Management
- Information and Knowledge Management
- Marketing Management
- Public Management and Governance
- School of Leadership
- School of Tourism and Hospitality Management
- Transport and Supply Chain Management

Centres:

- Centre for Small Business Development
- Centre for Social Entrepreneurship and Social Economy Management

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 4%. 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.

“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%”

The Faculty of Management's future-fit identity focuses 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: 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; We will embrace inter-, multi- and transdisciplinary science through more partnerships through which we can demonstrate innovation in everything we do.

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; 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; Most importantly, we will grow a deep understanding of the lives and circumstances of others in generating knowledge while serving society.

Prof Daneel van Lill
Executive Dean: Faculty of Management





FACULTY OF SCIENCE

4 154

headcount enrolment

79%

success rate of first-time entering undergraduate students

85%

overall success rate of extended programmes

675

undergraduate diploma enrolments

2 622

undergraduate degree enrolments

54

NRF-rated researchers

848

undergraduate (diplomas, degrees) and postgraduate (Honours, Master's, Doctoral)

271.95

research units subsidy claim submitted to the DHET by the Faculty

231.52

journal units

34.77

conference proceeding units

4.98

book units

0.68

book chapter units

45

highest Scopus H-Index in Faculty

R118m

Total Funding

R72.5m

NRF Funding

R12.7m

URC Funding

R32.7m

Other External Funding

SARChI Research Chairs:

- Prof Fanus Viljoen
Geometallurgy
- Prof Ben-Erik van Wyk
Indigenous Plant Use
- Prof Vinod Gupta
Nanotechnology for Water

Departments:

- Academy of Computer Science and Software Engineering
- Applied Chemistry
- Applied Physics and Engineering Mathematics
- Biochemistry
- Biotechnology and Food Technology
- Botany and Plant Biotechnology
- Chemistry
- Geography, Environment Management and Energy Studies
- Geology
- Physics
- Pure and Applied Mathematics
- Statistics
- Zoology

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.

Some of the Notable Events in 2015

- 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 as 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. He maintained his NRF A1-rating in November 2015 and was appointed as Director of the DST-National Research Centre (CIMERA) in January 2015.
- NJ Wagner of the Geology Department was appointed editor of the international ICCP newsletter in September 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 NSTFBHP Billiton Award.
- The Vice-Dean of Research, Prof AM Strydom of the Physics Department, was elected as a 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.
- 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 (ICCWS 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.
- 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.
- 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.

Way Forward and Conclusion

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 'growing 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.

Prof Debra Meyer
Executive Dean: Faculty of Science



COMMUNITY ENGAGEMENT



Community Engagement (CE) 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.

CE will make a significant contribution to the social, economic and educational development of Johannesburg and the Gauteng province. The focus is on the promotion of health and well-being, the values of being caring and compassionate, respect for diversity and human dignity, community participation, community empowerment, good citizenship and social justice.

During 2015, CE made a significant contribution in collaboration with its stakeholders. A total of 152 faculty-based Community Engagement 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. Successfully held institutional events, included Nelson Mandela Day and National Women’s Day, which involved participation from 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. 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.

Community Engagement presents engagement initiatives that entails institutionally organised activities, including the Clean-Up Campaign and RAG participation.

CE Volunteer Champions Programme

Amongst others, using their skills and time, CE Volunteer Champions serve UJ partnering hospitals, Charlotte Maxeke, Chris Hani Baragwanath Hospitals and Helen Joseph Hospital.

Community Engagement Tutoring Programme: in partnership with Gauteng Education Department, CE Volunteers tutor learners from 8 Soweto high schools every Saturday at Fidelitas Secondary School based at Diepkloof.

CE Showcase

UJ CE students in residences, day houses, societies, SRC, RAG and individuals get an opportunity to exhibit their Community Projects. The top three are selected by a panel of judges from the University and winners are awarded prizes ranging from laptops, UJ branded bags and T-shirts to motivate and encourage them to register their CE projects with the CE unit. Projects must be sustainable, have more than one beneficiary and must add value to the identified community.

Art for AIDS International

Art for AIDS International, in partnership with UJ CE, provides HIV/AIDS Train the Trainer to UJ CE Volunteers across four Campuses. A total 70 VCs participated at SWC in March 2015, while APB had 20, APK had 62 and DFC had 34. The Art for AIDS initiative covered high schools around Johannesburg, including Supreme Educational College, where 48 grade 10 learners benefited, Phoenix College, where 37 grade 10 learners participated. In Soweto, 37 grade 10 learners from the Fidelitas Secondary School also had the opportunity to learn how to create collages.

UJ Women in Community Engagement Empowerment programme (UJWICEEP)

Since 2009, CE has hosted the annual UJWICEEP, a platform for women from diverse backgrounds and levels to share experiences, information and network on CE-related matters. This successful initiative has brought the likes of the Queen Mother of Bafokeng, Mrs Graça Machel and Ms Masingita Masunga to UJ as CE guests of honour to address CE Stakeholder women, UJ staff and students.

Clean-up Campaign

The Clean-Up Campaign was an initiative of the Department of Student Ethics and Judicial Services and the House Committees. It was aimed at educating students on the benefits of having a clean environment and community at the University of Johannesburg. Approximately 30 student societies and four groups of RAG participated in cleaning, and the donation of 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.



FACULTY-BASED COMMUNITY ENGAGEMENT: FACULTY OF ART, DESIGN AND ARCHITECTURE (FADA)

The Faculty of Art, Design and Architecture presented community engagement initiatives that entailed institutionally organised activities including Green Week; IOHA Happy Pants project; Vrededorp Community Engagement project; The StudioATdenver; Urban Building; Golang Education Outreach project and the Salvation Army's Ethembeni Children's Home.

Project: Green Week

Community: Soweto

Green Week is an annual week-long inter-departmental and inter-faculty multidisciplinary collaboration project. The project aims to get students to apply detailed knowledge of their various disciplines to innovatively solve an economic, environmental or social community-based problem within a team. This project is run in conjunction with the UJ branch of Enactus, The Faculty of Management and entrepreneurial co-operatives.

Project: Golang Education Outreach

Community: Zandspruit

Golang Education Outreach project serves people living in the informal settlement of Zandspruit.

Project: Vrededorp Community Engagement

Community: Vrededorp, The Museum (Fietas)

Students dedicate their entire second semester to this community project.

The objectives of the project include:

Create a critical and new vision for Fietas Economic emergence of trolley pullers and recycling Heritage and restoration of public and religious buildings
 Develop display and map material for the Fietas Museum

Project: The StudioATdenver

Community: Denver

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

Project: IOHA Happy Pants

IOHA Happy Pants project creates HIV/AIDS awareness with regard to the window period as well as empowerment of women.

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES (FEFS)

Project: Urban Building

Community: Downtown Johannesburg

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 1Fox in downtown Johannesburg, as well as the production of creative street furniture placed on site.

Project: Salvation Army's Ethembeni Children's Home

Community: Doornfontein

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.

The FEFS community engagement initiatives involve institutionally organised activities including Little Rose Day care; University Upliftment Project and Khula Weekend School.

Project: Little Rose Daycare Centre

Community: Kliptown, Soweto

Painting of new class rooms at Little Rose Daycare Centre and Orphanage. Students do the actual painting under supervision of the centre leadership.

Project: University Upliftment Project

Community: University of Limpopo and Venda Polytechnic of Namibia

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.

Projects relating to educational outreach largely included support for school learners and educators.

The Khula Weekend School (with De Beers Consolidated Mines Ltd) aimed at secondary school learners in the areas of commerce and science.

FACULTY OF EDUCATION

The Faculty of Education community engagement initiatives include Mahlare Senior Secondary and Leaders in Partnership for Professional Development.

Project: Mahlare Senior Secondary School in Limpopo

Community: Limpopo

The third-year ICT support students in the BEd Senior and FET phase programme adopted Mahlare Senior Secondary school in Limpopo as an outreach project. They engaged with the learners and school teachers during two separate workshops hosted at UJ. The first session with 50 Gr11 learners was held during a career-guidance outing to UJ. During this session, the learners learnt how to use ICTs to access career information. Each student gave guidance to two learners. The students shared freely from their own experience of how to cope with life challenges and the importance of having a vision for yourself, as well as an action plan.

B Ed in Senior and FET phase (fourth year) students do 50 hours of service learning in approved schools and 40 hours of community service at community organisations. Service learning is integrated in Professional Studies 4.

Project: Leaders in Partnership for Professional Development

Community: Gauteng and Mpumalanga

Leaders in partnership for professional development
A community-based outreach that works with identified schools and School Management Teams in Gauteng and Mpumalanga to identify areas in school leadership and management that present problems and to intervene by offering relevant workshops, seminars, conference participation, etc. either at the organisations' sites or at UJ.

This project will draw data generated through the community-based outreach intervention initiatives for organised research. This research will be used to inform relevant interventions and it will also be used by academics to generate publications and other research dissemination activities. Approximately 35 schools are part of this project.

UJ Metropolitan Academy

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). In 2015, the school again achieved excellent matric results, namely 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 obtaining seven distinctions.

One of the teachers at UJMA and a Faculty alumnus, Ms Refiloe Malatji (Nkosi) was the Gauteng winner in the National Teachers' Awards in the category for Excellence in Secondary Education. She proceeded to the National Competition where she was placed in second position.

The Faculty is involved at UJMA in several ways. BEd and PGCE students do work-integrated learning 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 in 2015. Learners were taught by final-year pre-service (BEd and PGCE) student teachers.

The Japanese lesson study model formed the basis of their teaching, entailing that students worked in teams to continuously refine their lessons and teaching skills.

Faculty staff members were involved as mentors. Postgraduate students in Educational Psychology assisted UJMA with the selection of learners who have the potential to excel in mathematics and science into Grade 8. The students also assisted with the career assessment of Grade 11 learners in the school.

The Faculty facilitated the offering of Mandarin as enrichment to interested grade 9 and 10 learners in 2015. Classes were offered by the Confucius Institute on Mondays, Thursdays and Saturdays. Three learners and one educator attended a workshop in China during the July holidays. Under the leadership of Dr Jacqueline Batchelor, the Hewlett Packard National Education Technology Assessment (HP NETa) Pilot

Project was implemented at the school. This project seeks to explore how HP technologies and associated Information and Communication Technology (ICT) services may support and help transform teaching and learning. The project included three schools, one in North America, one in Africa, and one in Asia, with each school operating within distinct cultural, political, and economic parameters. UJMA received ICT equipment valued at US\$150 000 from the Hewlett Packard Corporation (USA).

Funda UJabule School

The Funda UJabule School (FUJS) on the Soweto Campus (SWC) is a school that 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. The school aims to become a development hub for other selected schools in the area.

In addition to the investment of the DCE staff in supporting the FUJS staff to guide student teacher learning in the school, additional support became available in 2015 to give impetus to the development of FUJS as a teaching school where student teachers are exposed to exemplary practice. A generous grant from USAID and Elma Foundation enabled the Faculty to appoint a "teaching school development practitioner" for a period of three years at the school. Ms Brigitte Short was appointed. The role of the teaching school development practitioner is to assist the school to move, in the words of Ms Short, "from good to great". She also supported the development of the teachers as mentors for student teachers.

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)

Additionally, Ms Short started development work with four primary schools in close proximity to the SWC. These schools will become formal partner schools of the Faculty. A milestone event in the development history of the school was a highly successful breakaway in November 2015, involving the FUJS staff and the academic staff of the DCE. The Dean, Prof Sarah Gravett, facilitated the conversation during the breakaway. 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.

FEBE community engagement initiatives included the Solar Electrification Project; TECHNOLAB and Kliptown Youth Programme.

Project: Solar Electrification Project

Community: Gwakwani Village in Limpopo

A group of 19 staff and students from the School of Electrical and Electronic Engineering participated in a two-phase community electrification project in Gwakwani, Limpopo. The Gwakwani Project is focused on empowering a 'forgotten village' with access to the world through electrification. The project was implemented in partnership with SMA Solar Technology, Grundfos, Clever Devices & Designs and Unitronics. The team returned to Gwakwani in 2015 to complete phase two of the project to conduct research on the requirements for the installation of a solar farm to power the community. Project Gwakwani is symbolic of transformation, community engagement, active research, innovation, technology transfer, collaborative partnerships and responsible and responsive institutional citizenship. The project is registered with the Department of Community Engagement, includes the support of non-UJ volunteers, Mutale District Mayor, local councillors, VhaVenda Chief and residents of Gwakwani. Over the weekend of 17 to 21 July 2015, the Engineering student team from the University installed solar lighting in all 30 homes in the village.

Project: TECHNOLAB

Community: Huleyvale Primary, Japari School, British International School, Mooifontein Primary, Johannesburg Muslim School, EP Baumann and St Gregories College

As part of its endeavour to encourage South African youths to explore and discover engineering technology through participation in science and technology education and problem-solving skills, the TECHNOLAB (on APK) hosted series of workshops and in-service training for learners from various schools. Activities included the following:

- Free workshops for schools with participation from Huleyvale Primary, Japari School, British International School, Mooifontein Primary, Johannesburg Muslim School, EP Baumann and St Gregories College;
- Top 30 maths students from the ATKV;
- A few sessions with the School of the Blind from the Children of Fire;
- Robot-science activities were organised for schools from UJMA Westbury, and school children from Soweto;
- Activities for school competitions were held with several schools including Florida Hoerskool, The Kings School Westrand, Johannesburg German School and King Edward School.

Project: Kliptown Youth Programme

Community: Kliptown

The Kliptown Youth Programme, under the Department of Mechanical and Industrial Engineering Technology, DFC, is ongoing and producing good results in terms of educational support and management of a learning centre for the programme.

The Faculty's marketing arm, TechnoLab hosts free Lego Mindstorms and Fischertechnik workshops monthly as part of an educational outreach programme in support of the Children of Fire. The initiative continues to aid in the development of children who have suffered from burns and who continue to undergo treatment.

FACULTY OF HUMANITIES

The Faculty of Humanities community engagement initiatives included Soweto Urban Farmers; Phakama Women's Academy and Izindaba Zokudla.

Project: Soweto Urban Farmers

Community: Soweto

PR 2nd year students provided services to farmers.

Project: Phakama Women's Academy

Community: PR students

Industry mentors supported and invested in the development of these gifted young ladies.

Project: Izindaba Zokudla

Izindaba Zokudla aims to create opportunities for urban agriculture in a sustainable food system in Johannesburg. The project incorporates both community-based research as well as service-learning aspects, with both the Anthropology and Development Studies Department and the Strategic Communication Department being involved.



Izindaba Zokudla
technology demonstration

FACULTY OF LAW

The Faculty of Law community engagement initiatives included the Law Clinic; LAWSAC and Banakekeleni Orphanage.

Project: University of Johannesburg Law Clinic

Community: Gauteng

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 (with one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). The module registration for Applied Legal Studies, of which the Law Clinic forms part, was 263, and 258 of these students worked in the Law Clinic.

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 of R850 per hour in a private attorneys' practice, amounts to R15,35 million. This is lower than 2013 and 2014 figures and may be attributed to the attorneys' study commitments as well as the fact that some students displayed lower skill levels than in previous years.

Project: Banakekeleni Orphanage

Community: Alexandra

Banakekeleni Orphanage. Donations of curtains, curtain rods, a hosepipe for the garden, bean bags and educational posters for the crèche.

Reference has already been made to the community projects undertaken by SAIFAC. In addition, the students registered for Constitutional Law participated in fund raising for community projects to bring home to students the promise of a better life for all South Africans, which underpin the South African Constitution. Furthermore, third-year law students under the guidance of Advocate Radley Henrico established a voluntary association called Law Students Assisting Communities (LAWSAC). During the course of 2015 a total of four visits were made by LAWSAC and its members to Sparrow Villages (Sparrows). Groceries, toys, clothing and money were donated by LAWSAC to Sparrows.

FACULTY OF MANAGEMENT

The Faculty of Management community engagement initiatives included the “Tops and Tags” initiative; UJ Solar Car and the UJ Energy Movement and ENACTUS.

Project: Tops and Tags

The “Tops and Tags” initiative, in collaboration with Interwaste Environmental Solutions, involved the collection of bottle tops and bread tags to promote awareness of recycling and ultimately to supply wheelchairs.

Project: UJ Solar Car and the UJ Energy Movement

BCom Honours students developed and implemented various face-to-face and online marketing campaigns in collaboration with the Faculty of Engineering and the Built Environment to create awareness of UJ Solar Car and the UJ Energy Movement.

Project: ENACTUS

ENACTUS facilitated the main community engagement project in the Faculty and involved 2 000 students across departments. The Green Week, for example, co-hosted with the Faculty of Art, Design and Architecture and the Department of Business Management, involved 41 groups of eight students each focusing on addressing business development needs from a multidisciplinary perspective. The programme was rated as offering a life-changing experience, new networks and new approaches to problem-solving. Following the Green Week, the Small Business Management second-year students continued with the implementation for the remainder of the year.

The Faculty also hosted a number of Service Learning projects. Applied Information Studies third-year students, for example, presented training at the request of the communities, ensuring that community issues were resolved. Other examples of Service Learning include ICT Training in township schools and ICT Training for Gauteng township teachers.

UJ Solar Car



FACULTY OF SCIENCE

The Faculty of Science community engagement initiatives included the Kliptown Youth Programme and Environmental Awareness; and Adopt a School.

Project: Kliptown Youth Programme and Environmental awareness

Community: Kliptown

Water pollution and environmental awareness linked to the main research focus area of the Department of Zoology.

Project: Adopt a School

Teachers training/tutoring in Mathematics by staff members from the Department of Pure and Applied Mathematics.



STUDENT EXPERIENCE



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.

ARTS AND CULTURE

As of August 2015, UJ Arts and Culture is formally part of the Faculty of Art, Design and Architecture (FADA), giving it 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 continued to draw considerable audiences to the 127 events it produced and/or hosted in 2015, with a footfall of 41 400. Audiences for activities produced by UJ Arts and Culture accounted for 51.17% (21 185) of the total figure, with 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 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 11 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.

#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.



#TOYITOYI



Tin Bucket



UJ Choir



The Crucible

UJ SPORT

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

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.

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 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.



UJSRC

The UJSRC has historically been highly successful in advancing inclusion and transformation, albeit below the surface and without fanfare. They played a significant role in meeting the needs of the following initiatives; 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 covers the registration and tuition fees of thousands of indigent students; and the R10 million food scheme that provides 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.

SOCIAL

4

student centres

30

religious societies

7

academic societies

18

social societies

5

political societies



Prof Rensburg with
members of UJSRC.

WELLNESS

Health Clinic

The annual utilisation of services was 27 474 consultations, of those, 23 981 were students, 2 335 were UJ staff and 1 075 were contract workers based at UJ.

Institutional Office for HIV and AIDS

8 093 students consulted the Institutional Office for HIV and AIDS. 12 500 female condoms and 798 000 male condoms were distributed.

ABOUT UJ

Vibrant, multicultural and dynamic, the University of Johannesburg (UJ) shares the pace and energy of cosmopolitan Johannesburg, the city whose name it carries. Throughout the University's four campuses, namely the Auckland Park Bunting Road Campus; the Auckland Park Kingsway Campus; the Doornfontein Campus; and the Soweto Campus, UJ boasts world-class, internationally recognised academic programmes based on curricula informed by cutting-edge developments in both undergraduate and postgraduate education.



