



**UNIVERSITY  
OF  
JOHANNESBURG**

# **ANNUAL REPORT 2006**

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## REPORT OF THE CHAIR OF COUNCIL

It is with great pleasure that I am able to report that significant progress has taken place during the year under review. Consolidation and stabilisation served as the focus for activities, and Management far exceeded Council's expectations in all respects.

I am also happy to report that after an extensive search, the Council of the University of Johannesburg (UJ) appointed the first Chancellor and the first Vice-Chancellor and Principal of the merged, new institution. The Chancellor, Ms Wendy Luhabe, took up her position on 1 September 2006, while the Vice-Chancellor and Principal, Prof Ihron Rensburg (honorary professor with effect from 1 January 2007), assumed duty on 1 April 2006. Both were inaugurated at a joyous ceremony of the University community on 1 September 2006. The filling of both of these vacancies with people of such stature has been a source of inspiration and the individuals have now brought much-needed stability, focus and strategic leadership and direction to the University. Prof Derek van der Merwe (Pro Vice-Chancellor and Vice-Principal) acted skilfully as Vice-Chancellor and Principal until Prof Rensburg officially assumed duty. Ms T Coetzer, elected Vice-Chair of Council, served the University capably as the acting Chair of Council until my election as Chair on 29 March 2006.

In compliance with the provisions of the Standard Institutional Statute, Council consisted of 18 external and 12 internal members. There were, however, vacancies in the external membership that arose from the resignations of Prof Rensburg and Adv D Mpofu (both ministerial appointments). Another vacancy existed in terms of section 9(1)(i) of the Standard Institutional Statute, which concerns the election of 10 members representing a broad spectrum of competencies. Adv Mpofu's position had not yet been filled by the end of the year under review, but the Minister had appointed Ms K Nyoka to replace Prof Rensburg and Council had appointed Mr D Jordaan to meet the statutory requirement. The 2006 Council membership status is reflected in the Registrar's report.

The following Council committees were in place in 2006 (refer also to the Registrar's report on corporate governance, p.58):

- Executive Committee of Council, which also acted as the Council Membership Committee, consisting of the Chair, Vice-Chair, chairs of the various Council committees, the Vice-Chancellor and the Pro Vice-Chancellor. The Executive Committee (with exclusion of the Vice-Chancellor and the Pro Vice-Chancellor) also performed the functions of the Remuneration Committee.
- Audit Committee.
- Finance Committee.
- Human Resources Committee.
- Planning and Resources Committee.
- Honorary Degrees Committee (a combined Senate and Council committee).
- Ellen Khuzwayo Council Award Committee.

Each of the Council committees conducts its business within the ambit of a Council-approved charter. Each is also chaired competently by highly respected, appropriately qualified and suitably experienced leaders.

During the course of the year, Council assessed the progress that the University had made in its second year of existence, with particular reference to the merger consolidation process. Four Council meetings were held in 2006 to undertake this work. Furthermore, a Council Workshop reviewed reports from the Management Executive Committee (MEC) on the University's core business activities and performance, including student and staff statistics, employment equity profiles, student throughput and graduation rates, and significant trends in general. The workshop also reviewed and approved the University's Risk Management Plan, vision, mission, values, strategic goals and key performance indicators. Council is satisfied that major capital works that are focused on rehabilitative maintenance, the provision of adequate staff offices, and the renewal and development of all five campuses are appropriate and are on track, and consequently approved a three-year capital expenditure budget for these purposes. When fully implemented, these measures will improve an already excellent portfolio of facilities and grounds that are so essential to providing a preferred student experience and preferred working environment for staff.

As the financial results reflect, the University is exceptionally well managed and has achieved Council's goal of financial sustainability and viability. In this regard, operating income exceeded operating expenditure by a better-than-expected margin, while reserves have increased significantly. Operating income of R1.337 billion consists of state subsidies and grants of R695 million, tuition and other fee income of R519 million, and third-stream income of R123 million. Operating expenditure of R1.337 billion comprises personnel costs of R806 million, other current operating expenses of R449 million, bursaries of R35 million and provision for depreciation of R27 million.

Council also reviewed current developments in corporate governance and made the following decisions:

- The UJ Annual Report for 2006 would set new standards for Council performance, accountability and reporting.
- Council's overall performance would be assessed in 2007, and a task team to be convened by the Registrar would develop an assessment framework.
- The Registrar would develop a Council Orientation Programme to inform Council members of their governance roles and duties, and to provide them with the information to do so.
- The Annual Report would form the key instrument for informing stakeholders about the University's goals, key performance indicators and actual performance.
- The Executive Committee of Council would review the membership of Council committees annually.

During the year under review, Council approved the Executive Leadership Group post structure (see the Vice-Chancellor's Report) as recommended by the MEC, and was subsequently involved in the filling of the relevant vacant posts in that at least two external Council members served on the selection committees.

In line with the Vice-Chancellor's strategic vision and plan for the University, Council approved the creation of 160 academic posts to be filled during the period 2006 to 2010 – 60% of which by black candidates. Council also approved a further human resources plan in terms of which at least 75% of all vacancies should be filled by black candidates.

The following matters of significance were considered by Council during 2006:

- The Vice-Chancellor's quarterly reports.
- The quarterly reports of the President of the Student Representative Council (SRC).
- The selection and appointment of the Chancellor.
- Approval of the post structure of the Executive Leadership Group.
- The selection and appointment procedure for Executive Leadership Group positions, as well as the advertisements for these posts.
- The recommendations from the Institutional Forum on the appointment of Executive Leadership Group managers.
- The principles applying to populating the redesigned organisational service environments.
- Reports from Council committees and subsequent matters for consideration.
- Continuous financial overview and performance per quarter.
- Security and related statistics on campus incidents.
- Amendment of the University's vision.
- Multicampus dynamics, with specific reference to the funding requirements of the East Rand and Soweto campuses and the report on proposed developments and programme offerings on these campuses.
- Reports from Senate and the Institutional Forum.
- Filling of Council vacancies.
- Analysis of the 2005 Employment Equity Report, as well as the short- to medium-term Employment Equity Strategy of the University.
- Substantive human resources negotiations for 2006.
- Upgrading of various infrastructure elements.
- Reports on the relationship between the Innovation Fund and the University.
- Approval of the conferment of two honorary doctoral degrees in 2007 on Mrs Albertina Sisulu and Mr Eric Molobi (posthumously).
- Approval of the constitution of the UJ SRC.
- Approval of policy on the election of UJ Campus SRC members.
- Progress reports on the drafting of the University's Institutional Statute.

- Progress reports on the former Rand Afrikaans University (RAU) Trust and the establishment of the University of Johannesburg Trust.
- Approval of the University's Enrolment and Institutional Operating Plans.
- Approval of the University's Language Policy.
- Approval of the University's Policy for People with Disabilities.
- Approval of the University's 2007 Operating and Capital Expenditure Budget.

The SRC was represented on all of the University's important decision-making and advisory bodies, namely Council, Senate, the Institutional Forum, the Health Advisory Committee, the HIV and AIDS Committee, faculty boards and other Senate committees. It also interacted regularly with the University's MEC.

Council is satisfied that the University has made significant progress in the consolidation phase of the merger (see the Introduction to the Academic Review on the meaning of "consolidation") and in ensuring the sustainability of the institution. I believe that during this period Council members took their duties and responsibilities seriously and participated constructively in deliberations and decision-making.

Unshakeable foundations have been laid for the University of Johannesburg, and Council is satisfied that both the strategic direction and the management processes are now in place for the institution to achieve its goals.

In conclusion, I would like to express my sincere appreciation to the members of Council. We are blessed with a group of dedicated professionals who have taken their role seriously and have provided invaluable advice and support. To the management team and all those committed members of academic, administrative, technical and service staff: We wish to thank you for your zeal and willingness to help mould this new University into an organisation of substance that is now already being recognised for its own identity. Throughout this year, I have been privileged to interact with Prof Rensburg and the executive management team and would like to express both my personal and Council's appreciation for your leadership and professionalism in navigating the institution through its formative stages. We bask in your reflected glory.



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

24 May 2007

## REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL

### Overview

The year under review was once again an intense and highly productive one with considerable time and effort expended – often beyond the call of duty – by members of the Executive Leadership Group and other staff. It saw the University consolidate the operational, administrative and governance aspects of our merger, while sustaining our core academic mission of excellence in teaching, reputable research and putting intellectual capital to work in our communities. As we continue our efforts, we are always mindful that the new legacy that we are now building had its roots first set down at the beginning of the 20th century with the training of artisans and engineers for the mining industry at the Witwatersrand College, one of the legacy institutions of the Technikon Witwatersrand. Thus, although we are a new university, many histories inform and shape the future that we are creating today. We accept the challenge of ensuring that the new University builds on these great teaching, research and innovation traditions, histories and cultures. Nonetheless, the new University, with its comprehensive range of excellent programme offerings, and its ideal diverse and dynamic multilingual, multicultural, multinational student and staff community, must reach well beyond these traditions, histories and cultures. In this manner, we are confident that the University will forge a new path for universities in the third millennium.

During the past two years, much has been done to lay the foundations of the University of Johannesburg. We have in place a strategic plan that frames and shapes our programme, and a revised vision, mission and core values statement that anchors our strategic plan. We also have colleagues who are deeply committed to the success of the University. We believe that we have now successfully settled down the institution, with a new and productive Council, Senate, SRC, MEC and Executive Leadership Group in place. We are a formidable collective who are firmly committed to the achievement of our vision and strategic goals.

Thus, our revised vision reflects our collective desire to build a premier, legacy institution, drawing on the cosmopolitan and dynamic character and texture of our immediate context of Johannesburg and Ekurhuleni, Gauteng, South Africa and Africa:

A premier, embracing, African city university offering a mix of vocational and academic programmes that advances freedom, democracy, equality and human dignity as high ideals of humanity through distinguished scholarship, excellence in teaching, reputable research and innovation, and through putting intellectual capital to work [refer to the Strategic Plan in Annexure 1].

During the year under review, good progress was also made with the critical organisational redesign and renewal process, aimed at developing integrated and optimal structures and associated human resource capacity. Progress can also be recorded in the development of appropriate remuneration-related integration and harmonisation. Once concluded in mid-2007, we will have brought essential staff stability and have answered staff's questions about their individual futures, thus laying the basis for enhanced institutional performance.

During the year, we were also able to move the focus of the institutional leadership, including that of the executive deans of faculties, from the detail of the merger begun in 2004 – which had caused a significant level of anxiety and even paralysis – back to the core business of the University. Momentum has been built in a concentrated manner through campus visits and open town-hall type meetings with staff and students, VC-in-office meetings with smaller groups of [academic] middle management, and strategic planning and team-building meetings with the MEC and the Executive Leadership Group. Given all of this effort, we are now well poised to make 2007 the turning point for the University's revised vision statement and the implementation of its strategic plan.

Regarding our patterns of providing academic programmes, no substantial changes were made during 2006. The reason is that the University is currently completing a thorough review of all academic programmes that will culminate in the introduction of changes to some academic programmes in 2007. These programme reviews also take account of external programme reviews undertaken by, among others, the Council for Higher Education (CHE).

Communication and relationship-building work within and outside the higher education sector also

continued through the efforts of the Chair of Council and the Vice-Chancellor, and through the Divisions of Marketing, Communication and Strategic Partnerships, Community Engagement and International Relations.

### **A new, inclusive language policy**

Senate and later Council approved the University's multilingual four-language policy in the reporting year, signalling an important turning point for the institution as it positions itself as an embracing and inclusive African city university. This initiative will also settle nerves around the role and place of Afrikaans and Afrikaans-speaking citizens since the language sits centrally within the University's four-language policy (of Afrikaans, English, isiZulu and sePedi). The language policy will also provide added thrust to the University's unique positioning and communications strategy scheduled for implementation in 2007. We do recognise that the implementation of our language policy will require innovation, investment and more effective resources utilisation, all of which we are determined to acquire and implement.

### **An Executive Leadership Group to drive the new vision and strategy**

Following the deliberations of the MEC on the University's revised vision and strategy, Council approved the resultant organisational structure for the Executive Leadership Group. The posts for this group and their status at the end of 2006 are noted below:

- Vice-Chancellor
- Pro Vice-Chancellor and Vice-Principal
- Deputy Vice-Chancellor: Human Resources and Operations
- Deputy Vice-Chancellor: Strategic and Institutional Planning and Implementation
- Deputy Vice-Chancellor: Academic (previously Faculty Coordination)
- Deputy Vice-Chancellor: Finance
- Deputy Vice-Chancellor: Academic Support, Development and Student Affairs (vacant)
- Deputy Vice-Chancellor: Research, Innovation and Advancement (vacant)
- Executive Dean: Faculty of Art, Design and Architecture
- Executive Dean: Faculty of Economic and Financial Sciences
- Executive Dean: Faculty of Education
- Executive Dean: Faculty of Health Sciences
- Executive Dean: Faculty of Humanities
- Executive Dean: Faculty of Management
- Executive Dean: Faculty of Science
- Executive Dean: Faculty of Law
- Executive Dean: Faculty of Engineering and the Built Environment
- Executive Director: Commercialisation (vacant)
- Executive Director: Human Resources
- Executive Director: Research and Innovation
- Executive Director: Information Technology
- Executive Director: Finance
- Executive Director: Financial Operations
- Executive Director: Centre for Technology-Assisted Learning
- Executive Director: Library and Information Centre
- Executive Director: Transformation and Institutional Advancement (vacant)
- Executive Director: Operations (vacant)
- Executive Director: Research and Innovation
- Executive Director: Strategic Financial Management (vacant)
- Executive Director: Student Affairs (vacant)
- Executive Director: Academic Development and Support (vacant)
- Registrar: Academic
- Campus Directors.

Thus, one of the many significant achievements of 2006 was the creation of a stable Executive Leadership Group (see Annexure 2), the filling of most of the vacancies created by internal promotions and those vacancies created by the requirements of the University's vision and strategy.

## **Budget and financial performance for sustainability**

Our financial performance during 2006 exceeded our expectations, largely as a result of deliberate interventions by the MEC and in particular the Deputy Vice-Chancellor: Finance to manage expenditure, but also partly because of incomplete programmes and activities that now will run their course in 2007 (as part of the budget plan for that year). Our key objective is that of establishing a financially sustainable University that will outlive our tenure. This means that operating income must be more than adequate to cover operating expenses, including those arising from our vision and short- to medium-term strategy statements. In this regard, operating income includes interest income from working capital, but excludes interest and investment income from the University reserves. For the year under review, we were successful in meeting our own high standards.

Furthermore, strategic resourcing workshops were conducted with our executive deans and the divisions involved in operations, academic development and support, which provided excellent overviews of the faculties and the roles, foci, functionalities and dysfunctionalities of operations and support functions. Investigative discussions also highlighted areas of significant operational risk and wasteful duplications of functions, and emphasised the necessity of achieving greater efficiencies. The result of these workshops was concurrence that significant budget reductions must be achieved in the operations and academic support divisions and that a focus on strategic priorities must be achieved, thus releasing such reductions in expenditure to our core academic functions.

These workshops also highlighted areas requiring greater attention such as disabled students, campus and residential safety, research and innovation, and international affairs. Budget 2007, arising from these strategic workshops, was approved by Council, and provides for revenue of R1.3 billion, comprising state subsidies and grants of R718 million, net tuition fee and residence fee income of R454 million, and third-stream income of R150 million. Operating expenditure approved is at R1.302 billion, comprising among other things personnel costs of R852 million, operating expenses of R332 million, bursaries of R53 million, small capital items of R24 million and provision for depreciation of R30 million. This budget provides for investments in new academic posts in order to alleviate high class-sizes in critical faculties and departments, thus laying the foundation for increased research output. Budget 2007 also provides for the creation of new and enhanced research centres to boost scholarship and increase research output over the next four years. These measures are part of a five-year plan for the significant enhancement of excellence in teaching, research and innovation as part of the University's medium- to long-term differentiation and positioning plan. We are of the view that while the budget is a tight one (with a projected surplus of under R1 million) there are remaining opportunities for cost-efficiency to be achieved in areas such as procurement and international travel.

We are also fully committed to our social responsibility. Approximately R2 million was allocated to financially needy students in 2006. A financially needy student is one who falls just outside the criteria or means test for an allocation from the National Student Financial Aid Scheme (NSFAS), including postgraduate students who qualify according to the means test but are nevertheless not allowed NSFAS assistance. Financially needy students who are academically successful in accordance with the predetermined criteria in this regard receive meal bursaries and, in particularly deserving cases, also tuition and book bursaries. (Refer also to Statement on Risk Management on page 65.)

## **Third-Stream Income Policy to support the vision and strategy**

We continue to develop our Third-Stream Income Policy. While this policy will be completed during 2007, our concern is to create the ideal conditions and incentives to promote, simultaneously, excellence in teaching, enhanced research and innovation, public scholarship, community engagement and enhanced non-curricular programme offerings to our publics, while improving the University's income streams.

## **Areas of risk being attended to in 2007**

There are, of course, shortcomings to note. These arise from the complexity of the merger and from a general culture of poor accounting for performance that adds risk to business performance in procurement, technical services, support services and finance. Deficiencies include an inadequate understanding of internal controls and systems – in some cases such controls and systems are inadequate in themselves – and non-compliance with approved policies and procedures, mostly the consequence of a complex

merger of disparate cultures and systems. These are some of the operations that will receive attention in 2007 as we improve knowledge, culture, compliance, and operational efficiency of expenditure. We will also identify, quantify and agree management plans for critical institutional risks in the first quarter of 2007.

Our campus incidents reports note that the main areas of on-campus risk are common assault, malicious damage to property, burglary, theft of or out of motor vehicles, as well as some cases of drug dealing and drug possession. Although these incidents are very low when benchmarked, our security management programme is giving attention to them. Our off-campus risks are similar to those of our environments, and we are working with the South African Police Services and our communities to address these.

High on the agenda for 2007 is the resolution of the matter of institutional differentiation, i.e. determining the teaching, research and innovation niches that need to be developed and invested in by the University. Linked to this question is the issue of our campus academic architecture and the efficient utilisation of our campuses. We expect to complete this work by mid-2007 for consideration by Council in the second half of 2007 and for implementation at the beginning of 2008.

### **Putting intellectual capital and students to work in our communities**

The University continues to expand its well-developed portfolio of community engagement initiatives. A key part of the next phase is the integration of student community-development activities into academic programmes, and already a number of departments have done so, including those of Fine Art, Communications, and Historical Studies and Tourism. Students continue to participate in self-initiated community engagement activities, including career-guidance assessment and counselling at local schools. The University's Thusanani Workplace Readiness Programme is aimed at assisting graduates who have not found jobs yet. This programme continues to be highly successful, and more than 80% of students were placed within three months after the completion of the project. Similarly, our Cooperative Education Programme ensures that more than 95% of students requiring workplace-related experience, in compliance with the requirements of their academic programmes, are successfully placed. The Faculty of Law's legal services clinics continue to provide excellent and essential assistance to our communities. And through our full-time HIV/AIDS Coordinator Institutional Officer, and in close collaboration with the Higher Education South Africa HE-AIDS programme, the University has in place an excellent HIV/AIDS programme that serves students and staff.

### **New futures for the Soweto and East Rand campuses**

The Institutional Enrolment Management and Institutional Operating Plans were approved by Council and a response is expected from the Department of Education during the first quarter of 2007. These plans are of particular significance for the achievement of the desired futures of the Soweto and East Rand campuses. In this regard, we have recommended to the Department of Education that these two campuses be redeveloped. With the student population for Soweto growing to headcounts of 7 000, the focus could be placed on initial teacher education, management, economic and financial sciences, and with a population of 2 000 for East Rand, the emphasis might fall on manufacturing engineering and initial teacher education. If approved, redevelopment capital expenditure costs estimated at R650 million are to be split between the Department of Education (R475 million) and the University (R175 million). We continue to engage both local communities on the new futures of these campuses.

### **Measuring and rewarding executive and middle management performance**

Performance reviews for the 2006 year were completed for the Vice-Chancellor, Pro Vice-Chancellor, Deputy Vice-Chancellors and the Registrar. These were conducted by the Chair of Council in the case of the Vice-Chancellor, and the Chair of Council and the Vice-Chancellor in the case of the Pro Vice-Chancellor, the Deputy Vice-Chancellors and the Registrar. Performance reviews were also completed for the executive deans, executive directors and middle managers by their respective line managers. These were considered and performance bonuses approved by the Council Remuneration Committee.

### **New initiatives 2007**

While the past two years have seen us focus intensively on achieving a successful merger, the next three years, beginning in 2007, will see the University community turn our collective attention to giving meaning



and substance to "the University of Johannesburg." This we will do by developing our academic distinctiveness, distinction and diversity, as well as our brand recognition and top-of-mind awareness among our staff, students, alumni, prospective undergraduate and postgraduate students, and the public. During 2007, we will also introduce new initiatives to support our goals of promoting teaching excellence and research, and turning excellent research and innovation into commercial viable properties and businesses. Thus we will introduce awards in each of the following categories: Teaching Fellows, Young Research Fellows, Established Research Fellows, and Innovation Investment Fellows.

A handwritten signature in black ink, consisting of a series of loops and a final upward stroke, positioned above the printed name.

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

24 May 2007

## ACADEMIC REVIEW

### PRO VICE-CHANCELLOR AND DEPUTY VICE-CHANCELLOR: FACULTY COORDINATION

#### INTRODUCTION

In 2006, with the new merged University but one year old, it was important to consolidate the institution's core functions, namely the teaching, learning and research activities conducted primarily in the faculties, the community engagement projects that flow from the core academic activities, and the academic support and development functions. "Consolidate" in this context means the following:

- To ensure that the formal structures established in 2005 within which academic activities in the new institution take place (e.g. faculties, departments, Senate and Senate committees, programmes and modules) are adequate to the task and to the dictates of the merger.
- To ensure that such formal structures have been formally approved.
- To ensure that the rules, policies and charters that underpin teaching/learning and research activities in the new institution have been identified, drafted and approved, and are sufficient and effective to sustain the academic enterprise.
- To appoint and retain academic managers to manage the institution's core academic activities.
- To identify and, if necessary and if possible, acquire the resources (human, financial and infrastructural) necessary for maintaining and enhancing the integrity of the academic enterprise.
- To assist with the continuing process of achieving a substantive merger in the academic activities of the former Rand Afrikaans University (RAU), Technikon Witwatersrand (TWR) and Vista University beyond the merely formal aspects of the structural merger of 2005.

#### APPOINTMENT OF ACADEMIC MANAGERS

The University of Johannesburg made the following executive-level appointments of academic managers during 2006:

Position	Incumbent
Deputy Vice-Chancellor: Faculty Coordination	Prof A Parekh
Deputy Vice-Chancellor: Academic Support, Development and Student Affairs	Prof P Mzweli-Mbanga (Her appointment was withdrawn in January 2007, however, and Council put this particular position on hold indefinitely)
Registrar: Academic	Prof M Muller
Executive Director: Research and Innovation	Prof T Auf der Heyde
Executive Dean: Faculty of Humanities	Prof R Ryan
Executive Dean: Faculty of Management	Prof J Luiz
Executive Dean: Faculty of Health Sciences	Prof A Swart
Executive Dean: Faculty of Education	Prof S Gravett
Executive Dean: Faculty of Economic and Financial Sciences	Prof A Dempsey
Executive Dean: Faculty of Art, Design and Architecture	Prof M Sauthoff

The following executive-level academic managers were confirmed in their executive positions by means of a match-and-place exercise:

<b>Position</b>	<b>Incumbent</b>
Executive Director: Library and Information Services	Ms H Sander
Chief Information Officer	Mr A Vorster
Executive Director: Centre for Technology-Assisted Learning	Prof I Broere

The University was unable to fill the position of Executive Director: Student Affairs in 2006 as the successful candidate did not accept the offer of employment.

Council created the position of Deputy Vice-Chancellor: Research, Innovation and Advancement in November 2006, which should be filled by mid-2007.

It is clear from the above that a measure of managerial instability in the new institution still needed to be addressed in 2006. This was already apparent from the fact that executive deans needed to be appointed for no fewer than six of the nine faculties. It was no mean feat to have succeeded in making so many executive appointments in a nine-month period. All appointments were made for a term of office of five years. The consolidation achieved by the five-year appointments and the confirmation of tenure of other interim appointments has enabled the University to adopt a leadership approach far more conducive to longer-term strategic planning than was the case at the beginning of 2006. Of the 10 executive academic managers who took up their appointments, three were external to the University, namely Profs Parekh, Luiz and Sauthoff.

## **ACADEMIC ARCHITECTURE**

The following nine faculties were established in 2005 and maintained in 2006:

- Art, Design and Architecture
- Economic and Financial Sciences
- Education
- Engineering and the Built Environment
- Health Sciences
- Humanities
- Law
- Management
- Science

It was important, in 2006, to confirm and, where necessary, revise decisions on the academic architecture taken in 2005 and earlier. This included the following structural arrangements:

- The composition and functioning of Senate and the establishment (including the composition, functioning and terms of reference) of a number of committees of Senate (Executive Committee (SENEX), nine faculty boards, University Research Committee, Senate Academic Ethics Committee, Higher Degrees Committee, Academic Planning and Quality Committee).
- Confirmation of the nine-faculty structure of the institution and of the internal structure of each faculty (vice-deans, departments, schools). In some cases, the departmental structure approved at the time of the merger was revised and, with the exception of the continued existence of the School for Tourism and Hospitality, the schools structure in faculties was done away with.
- The programme profile per campus, which received much attention in 2006. A task team was appointed to make recommendations in this regard. Although its work was scheduled for completion only in mid-2007, some important principles were established. These include in-principle avoidance of programme duplication unless strategically important, and the development of new campus profiles distinct from their institutional heritage. Most important of these was a determination that the Soweto Campus would develop a focus on academic programmes devoted to business and entrepreneurship. A Centre for Small and Medium Enterprises was established in 2006 (although not yet fully operational) to serve as a precursor to the development of a fully fledged School for African Business Leadership in future. Detailed campus development plans were prepared in respect of the Soweto and East Rand campuses and submitted to the Department of Education (DoE) in October 2006 as part of the UJ Enrolment Plan.

- An understanding of comprehensivity. The UJ is characterised as a "comprehensive institution" because the merger brought together both vocational ("technikon-type") and general formative ("university-type") programmes in one institution. The importance of a proper academic understanding of the impact of this merger of different types of higher education programmes on such matters as admission, programme curricula, articulation, duplication and higher degrees was recognised. In 2006, the UJ and the Nelson Mandela Metropolitan University (NMMU) began to collaborate in a project funded and managed by the South Africa-Norway Tertiary Education Development (SANTED) Programme to deepen insight into the meaning and implications of *comprehensivity* for higher education institutions. The project is continuing.

## ACADEMIC PROFILE 2006

The enrolment figure for subsidised programmes in 2006 was 43 296 (see Table 1) in comparison with a figure of 45 828 in 2005. This decline is mainly attributable to the phasing out of distance education in the Faculty of Education and a decrease of enrolments on the East Rand and Soweto campuses. In addition to these figures, a total of 7 879 students were enrolled for non-subsidised programmes in 2006 as compared with a figure of approximately 9 000 in 2005. Non-subsidised foundation programmes were replaced by the approved extended qualifications for implementation in 2007. Non-subsidised programme offerings by BusiTech (a former TWR company) were terminated at the end of 2006 and transferred to the respective faculties.

The enrolment figures on Bunting Road, Kingsway and Doornfontein campuses remained fairly stable. (Enrolments for the Faculty of Art, Design and Architecture (FADA) for 2006 are still reflected as Doornfontein ones since the Faculty moved to Bunting Road only at the end of April 2006.) All distance education enrolments are reflected as Kingsway Campus enrolments.

**Table 1: Enrolment figures per campus, 2003-2006**

Campus	2003	2004	2005	2006
Bunting Road	6773	6793	7416	7553
Kingsway	24604	27425	26671	25027
Doornfontein	8950	9301	9011	8922
East Rand	652	981	793	470
Soweto	1478	2325	1917	1450
Hotel School	254	185	20	6
<b>TOTAL</b>	<b>42711</b>	<b>47010</b>	<b>45828</b>	<b>43296</b>

Note: Hotel School figures are included in Bunting Road Campus from 2006

The enrolment figures (subsidised programmes) remained fairly stable in each faculty (Table 2), except for the Faculty of Education because of the phasing out of the distance education programme offerings. The Faculty of Management shows a steady increase, whereas the Faculty of Science is experiencing a slight decrease in enrolment figures that is probably attributable to the declining number of school learners with Mathematics on higher grade.

**Table 2: Enrolment figures per faculty, 2003 - 2006**

Faculty	2003	2004	2005	2006
Art, Design and Architecture	925	930	858	819
Economic and Financial Sciences	7245	7625	8093	8098
Education	7583	4182	5137	4655
Engineering and the Built Environment	5849	6425	6853	7135
Health Sciences	2584	3227	3142	3077

Health Sciences	2584	3227	3142	3077
Humanities	5687	6304	5787	5529
Law	1717	1988	1986	1730
Management	7523	8161	8463	8593
Science	3112	3391	3127	2664
Other	422	345	41	2

Table 3 reflects the difference between undergraduate and postgraduate figures. The intention is to increase the percentage of postgraduate enrolments to 25% within the next five years. Enrolment figures in master's programmes varied between 191 in 2004, 190 in 2005 and 212 in 2006. The doctoral registration figure has remained stable between 95 and 100 annually for the past three years.

**Table 3: Undergraduate and postgraduate enrolment figures**

Enrolment type	2004	2005	2006
Undergraduate	84%	84%	80%
Postgraduate	16%	16%	20%

Regarding population group distribution, there has been a gradual increase of black students as reflected in Table 4. This has resulted in the following home-language profile of students in 2006: English 39.1%, Afrikaans 9.9%, English and Afrikaans 7.6%, foreign languages 3.7% and other official South African languages almost 49%. The student profile in terms of gender has remained stable over the past three years, namely 54% females and 46% males.

**Table 4: Student profile: Population group distribution**

Race	2004	2005	2006
African	63%	64%	65%
Coloured	3%	3%	3%
Indian	5%	5%	5%
White	29%	28%	27%

The undergraduate success rate (FTE credits/FTE enrolments) shows a slight improvement over the last two years (see Table 5). This is mainly due to an improvement in the success rate of the university-type programmes.

**Table 5: Undergraduate success rates, 2005 and 2006**

Undergraduate type	2004	2005	2006
Undergraduate Technikon-type	74.6	74.6	73.7
Undergraduate university-type	74.9	75	76.1
Average undergraduate	74.7	74.9	75.1

The number of students graduating from undergraduate programmes increased sharply from 2004 to 2006 (see Table 6). There has been a decline in the master's and doctoral graduation figures over the past three years (these figures are based on the list of graduates generated at the end of March each year, in accordance with the HEMIS submission date).

**Table 6: Graduation figures**

Qualification type	2004	2005	2006
Undergraduate three years	4448	5893	6108
Undergraduate four years or more	507	459	519
Postgraduate (pre-master's)	2005	2107	1797
Master's	501	435	272
Doctorates	95	88	38
<b>TOTAL</b>	<b>7556</b>	<b>8982</b>	<b>8734</b>

## QUALITY ASSURANCE

The importance of quality assurance of the University's core academic functions was recognised in 2006 with the establishment of the Academic Planning and Quality Committee as a committee of Senate. The Committee's brief, among others, is to provide institutional guidance for and planning and implementation of quality assurance mechanisms in the University. An intensive peer-reviewed process of programme reviews in all nine faculties was undertaken in 2006. The results of these reviews, which will be reflected in substantial programme amendments in 2007, are aimed at informing the UJ programme qualification mix by means of reconfigured and/or consolidated former RAU, TWR and Vista programmes. The reviews also serve as an important foundation on which the preparation process for the crucial 2009 Institutional Audit can be based.

## INTERNATIONALISATION

The reporting year saw the continuation of growing international interest in the University as borne out by the signing of a number of Memoranda of Understanding (MoUs) for academic exchange and collaboration, discussions about potential international linkages with several visitor groups from abroad or at international conferences and other networking opportunities, and an increasing interest from students abroad.

However, our international student numbers, while increasing by 0.5% over the period, remained below proposed targets at 3.5%. In 2006, we had a total of 1 711 international students (1 457 contact, 85 distance education, and 169 extracurricular students); 1 146 (67%) from SADC countries, 448 (26%) from the rest of Africa and 117 (7%) from other countries. The majority of these students were on the Kingsway campus (50% undergraduates and 96% postgraduates). A total of 15 students from European universities visited the UJ as part of exchange programmes.

The design, review of and assistance in implementing exchange agreements in order to integrate an international dimension into our core business led to the signing of a number of new academic cooperation agreements. The MoU between the UJ and the *Berufsakademie Ravensburg* in Germany was revised. We signed an agreement in August with the *Belarusian National Technical University* to provide for academic cooperation between the two institutions. Cooperative agreements were signed between the UJ and *Tilburg University* of the Netherlands: a general MoU for scholarship and promotion of academic cooperation and exchange of staff and students, and a separate Letter of Agreement (LoA) between the UJ's Faculty of Economic and Financial Sciences and Tilburg's Faculty of Economics and Business Administration. In December, the UJ and the *College of the Bahamas* signed a Cooperation Agreement.

The University, through its involvement in the *South Africa-Vrije Universiteit-Strategic Alliances* (SAVUSA), participated in the establishment of the *South Africa Netherlands Digitising Coalition* for "digitising" relevant archival and library material of the South African universities in the SAVUSA network.

Several visitor delegations, some organised or facilitated by the DoE, were met during 2006. These included delegations from the following countries: India, People's Republic of China, Ethiopia, Mozambique, USA, Brazil, Germany and France.

The UJ attended the Mexican, Republic of China, Gabonese, German, and Israeli National Day celebrations in Pretoria as well as other social events organised by the US Embassy and the Consulate in Johannesburg. The Director General of the *Taiwan Liaison Office* in Johannesburg paid a visit to the Auckland Park Kingsway Campus. During our annual diplomatic reception in November, several members of the diplomatic corps attended the function. Meetings were held with members of the *Embassy of Gabon* regarding payment of fees, medical cover and other services to students sponsored by the Gabonese government, and UJ representatives attended discussions in Libreville, organised by the South African Embassy, with Gabonese government and Bursary Office staff members.

The fourth (second UJ) *International Festival*, showcasing the rich variedness in the cultural heritage of our students, was a tremendous success with many more students participating and many more visitors attending than before. This was largely due to the Festival being held in the Kingsway Fountain Court and the outdoors event provided for a more festive atmosphere and direct exposure to the campus public. First-time participants, students from South Korea, were the overall winners on the day.

## **STRATEGIC RESOURCE PLANNING**

In September, an intensive strategic planning exercise was held under the leadership of the Vice-Chancellor. This three-day session was attended by all executive-level academic managers and other executive managers. The purpose was to allow all senior academic managers to present their strategic plans for their respective faculties and divisions for 2007 and beyond to the Executive Leadership Group for discussion and debate. The immediate purpose of such strategic plan presentations was to determine which of the many strategic priorities identified were paramount and what resources would be required to implement such plans.

In view of the strategic plans submitted, the University Council approved plans to create 140 academic posts in the faculties over a four-year period – of which 45 were created for 2007 – and also to establish ten research centres in the faculties, dedicated to research excellence and the promotion of public scholarship. Four such centres were identified for 2007. Sixteen academic equity posts were also created of which most were filled towards the end of 2006.

## **RULES, CHARTERS AND POLICIES**

Essential to a consolidation of the substantive merger is attention to the "nuts and bolts" of the academic enterprise, namely the rules, charters and policies that regulate the academic functions. A large number of such regulations were drafted and approved in 2006. In many instances, regulations had to be drafted from scratch or substantially revised to accommodate the changed circumstances of the new institution. Most important of the rules and policies that were approved in 2006 are the Academic Regulations governing the full spectrum of the teaching and learning activities of the institution, the Research Policy for the optimal promotion of research and of research resources, the Higher Degrees Policy governing postgraduate studies, and the Language Policy that established a four-language policy for the University. All approved rules, charters and policies are available on the intranet.

A comprehensive pre-final draft of the Statute of the University of Johannesburg was noted by Senate and Council. This major exercise will be completed in the first half of 2007 for final Council approval, after which it will be submitted to the Minister of Education for consideration.

## **SCHOLARSHIP DEVELOPMENT AND PUBLIC LECTURES**

Since the level of academic scholarship is not in accordance with the sector's benchmark (approximately 50% of the academic employees at the UJ hold a master's or doctorate as highest qualification), scholarship development was identified in 2006 as an important initiative for 2007. A series of faculty-specific public lectures have been initiated. The Helen Joseph Memorial Lecture also was initiated in August 2006 to celebrate Women's Day. A further four public lectures were approved for initiation in 2007.

## **FACULTY HIGHLIGHTS**

An executive summary of each faculty is reflected.

### **Faculty of Art, Design and Architecture**

The best part of 2006 was devoted to the re-location of the Faculty to the Bunting Road Campus and

setting up the studio teaching facilities in the new building. The appointment of a new dean in October marked the initiation of a change in the strategic direction of the Faculty underpinned by the intention to consolidate and harness the Faculty's many activities.

#### *Staff profile*

The Faculty had a total of 63 permanent full-time members of staff in 2006. This comprised 42 academic staff, 15 support staff, two members in the research office, two members in academic administration, dean and personal assistant. 57% of the academic staff members were senior lecturers and 43% lecturers. A fairly static staff component has not allowed for a better equity profile in the Faculty or for the appointment of younger members of staff. The number of post-graduate academic qualifications in the Faculty (38%) does not meet national or institutional benchmarks. The uneven distribution of postgraduate staff qualification across departments hampers the development of postgraduate offerings and research development. 21% of academic staff members were engaged in improving their qualifications with a further 19% indicating that they are considering improving their qualifications in the near future.

#### *Academic programmes*

There has been a decrease in student enrolments across the last several years with a 10% loss between 2004 and 2006. 86% of enrolments are in the diploma stream, 12% in BTech and 2% in the masters offering. There has been a consistently low level enrolment of postgraduate students that does not meet the institutional ratio. The student equity profile was fairly balanced, but showing demographic shifts particularly in decreasing black student numbers. There were slight upward trends in success, retention and graduation rates, although the 1-2 year retention (74%) and 5 year graduation rates (46%) are still below the institutional benchmark. The success rate (1-4 years) at 80.5% was higher the UJ target. However, success rates vary across the different race groups. Student achievements in national competitions and awards contributed to building the public profile of selected programmes and the Faculty. Students won 9 national awards, received 6 national award placements and were finalists in 15 award schemes. There is high contact teaching hours with considerable variations in the teaching loads of staff within departments and across the Faculty. The successful completion of the programme reviews provided recommendations that will encourage the transformation of the Faculty. A revised PQM will be presented to Senate in 2007.

#### *Agreements and partnerships*

The Faculty's collaborative projects and exchanges provided unique opportunities for community, research and academic developments. All projects have reached a mature stage where they need to be formally documented. Outcomes from collaborative initiatives have mostly resulted in the presentation of papers. Members of Faculty must be encouraged to publish research articles in addition to the delivery of conference and seminar presentations.

#### *Research and creative production*

The Faculty increased its research outputs from 1.5 units in 2004 to 4.5 units in 2005 and in 2006 it submitted 8 units for accreditation. Although there has been an increasing focus on research, outputs are considerably lower than national and institutional benchmarks. Due to small enrolments in master's programmes, outputs are low with the strongest performance coming from the Department of Fine Art. Members of Faculty are involved in number of good research areas that have the potential to deliver accredited outputs and to serve as strong differentiators for the Faculty and University. An increasing number of papers were delivered by members of Faculty nationally and internationally, although the publication of conference proceedings needs to improve. Substantial participation in creative production and the exhibition of work in the public domain, strengthened individual profiles and public awareness of the Faculty. The Research Niche Area *Visual Identity* was approved for funding under the VC's initiative to establish research centres. The formulation of a research strategy that attempts to meet the research development needs of individual staff members, increase research subsidy outputs and to formalize the evaluation of creation production will be implemented in 2007.

#### *Faculty governance*

Faculty management and quality assurance structures have been established that will ensure compliance



with good governance practices. Student participation in Faculty governance and the building of a student culture should contribute to the holistic development of students. Marketing efforts served to advance the UJ brand and promote the profile of the Faculty.

#### *Matters of concern*

- Outstanding problems in the new building related to ventilation, temperature control, noise levels and lack of office space that continue to detract from core academic activities.
- Lack of capacity and expertise in the academic administrative function of the Faculty.
- Shifting demographics of the Faculty, particularly the decrease in the number of African students.
- High contact teaching hours of lecturers, coupled to the growing pressure on academic staff to fulfill teaching, administrative and research roles.
- Complacency, staff moral and motivation with the changes from TWR to UJ.
- Low levels of efficiency at many levels in the Faculty.

The following highlights are relevant:

- Kim Berman was invited to exhibit her work in the following international exhibitions: Tufts Mini Retrospective, *Resistance and Renewal: Selected Work 1995-2005*, Tufts University, USA; *Home Grown*. Arts Guild of Rathway, New Jersey, USA; and *Healing through Art: Women, AIDS and Hope in South Africa*, Pendleton Centre for the Arts, Oregon, USA. She was also a finalist in the prestigious SASOL Wax Art Competition.
- Leora Faber's work was included in the international travelling group exhibition entitled *Second Skin*. The exhibition was mounted in the following countries: Cooper-Hewitt Design Museum, New York, USA; Vitra Design Museum, New York, USA; Zeche Zollverein, Essen, Germany; Vitra Design Museum, Weil am Rhein, Germany; Museum of Contemporary Art, Taipei, Taiwan.
- Marialda Marais was invited to exhibit work from the Keiskama Art Project Workshop at the International World AIDS Conference in Toronto, Canada, and in the USA.
- Vedant Nanackchand's prints were included in the International Group Print Exhibition, Germany, and the Universal Declaration of Human Rights International Print Portfolio, Friedrich Ebert Stiftung, Bonn.
- Phil Oosthuizen was invited to participate in the international exhibition Traditional Chair Making, Portland, USA. He was also awarded second prize in the Carol Boyes Metal Design Competition.
- Chris Bradnum was placed in the top ten finalists in the Carol Boyes Metal Design Competition.
- Edna du Bruyn was awarded second prize in the Jewellery Council Collection Awards 2006.
- Amanda Breytenbach was nominated as the president elect of the Design Education Forum of South Africa.
- Andro Nizetich served as chair of the Training and Development Working Group of a select advisory panel to the Jewellery Council of South Africa.
- The Department of Fashion was recognised and appointed as an Institute of Sectoral Occupational Excellence in 2006 by the Clothing, Textile and Footwear SETA.

#### **Faculty of Economic and Financial Sciences**

Driven by a continuing commitment to excellence, the Faculty experienced 2006 as a very busy year with much change, new and exciting activities, and full and growing programmes. The former Executive Dean, Prof Henk Kriek, was appointed as Deputy Vice-Chancellor: Finance, and Prof Amanda Dempsey was appointed as acting Dean for the remainder of the year. In November, Council appointed her as Executive Dean from 1 January 2007 for a five-year period.

The Faculty hosted a conference in 2006: *Adding Value in the Financial World: A 2020 Perspective*. This successful conference was held at Sun City and marked the establishment of this Faculty as a serious contender in international academia. It not only encouraged interaction between industry and academics but, most importantly, also added momentum to the joint research venture between the Faculty of Economic and Financial Sciences of the University of Johannesburg and the Faculty of Economic and Business Administration of the University of Tilburg (Netherlands). In line with the Faculty's continuing commitment to the pursuit of excellence in scholarship and the dissemination of knowledge, an MoU and LoA were signed with Tilburg (as mentioned earlier) to promote academic cooperation and the exchange of staff and students.

There was a full programme review in 2006 of all of the programmes offered in the Faculty. The review not only confirmed the validity and success of many of the existing programmes, but also identified opportunities to enhance and expand the Faculty's programme offerings to students and the economic sector of South Africa. As a result of this review, all BTech degrees will be terminated. The National Higher Certificate and the one-year diplomas will be reconfigured into a new three-year diploma. Structural changes have been made to the BCom (Accounting), BCom (Economics and Econometrics) and BCom (Finance) programmes. The BCom Hons (Accounting) is now also being offered part-time. Certain master's and doctoral programmes have been amended slightly and have undergone name changes.

Some additional highlights of 2006 are as follows:

- The units of publications in accredited journals reaching double figures for the first time.
- Also for the first time, a Faculty researcher was rated by the NRF.
- There was continued growth of black student numbers in the Faculty, demonstrating the relevance and effectiveness of the Faculty's programmes for a developing South Africa.
- Participation in SAICA's Thuthuka Bursary Fund was continued, with another 47 first-year bursars joining the programme. (SAICA: SA Institute for Chartered Accountants.)
- Through SAICA, partnerships also continued with the Universities of Fort Hare and Limpopo.
- The increased number of applications for the MCom Financial Economics is an indication of its growing popularity among financial econometric practitioners, risk analysts and others in the field of economics and finance.
- The foundation programmes were transformed into selected BCom degree programmes, extended over four years.
- Outstanding results were achieved in the Chartered Institute of Management Accountants (CIMA) examinations.
- Financial Planning as a subject was offered for the first time at third-year level, and ties were strengthened with the Financial Planning Institute of Southern Africa to accredit the BCom Hons (Financial Planning) degree towards qualifying as a Certified Financial Planner, which will be offered from 2007.
- According to CIMA's feedback regarding accreditation of the BCom (Finance) and BCom Hons (Financial Management) degrees, the Faculty received some of the highest exemptions of all international programmes.
- M Koster of the Department of Economics and Econometrics was awarded the Chancellor's Medal for a master's dissertation in Econometrics.
- Prof Alex van der Watt was appointed as Chair of one of the cluster Audit Committees of the Gauteng Government.
- The Department of Accountancy again performed extremely well in the qualifying examination of SAICA and obtained a 98% pass rate (see Table 7). This translates into a total of 201 students from the UJ who passed this very difficult examination. The University has now established itself as the largest residential provider of chartered accountants in South Africa, and 272 students passed the honours in Accounting at the end of 2006, representing an increase of 32% from 2005.

**Table 7: Faculty performance in SAICA examinations**

	2000	2001	2002	2003	2004	2005	2006
Candidates	160	189	194	214	215	224	206
Pass rate	95%	87%	80%	87%	91%	89%	98%
Candidates in top 10	4	3	2	4	3	3	3

- *University of Fort Hare (UFH) Project:* The development and implementation of the partnership between SAICA, the UJ and the UFH was initiated in 2001. This programme is aimed at empowering the UFH to contribute to alleviating the national shortage of black accountants. The project was implemented in 2002 and the first students graduated at the end of 2005. Seventeen students who graduated from the UFH joined the UJ Accounting honours programme for 2006, of whom eight passed. In 2007, nine new students from the UFH joined the project.

- *University of Limpopo (UL) Project:* Based on a request received from SAICA, the UL and the local profession, the "Fort Hare" model was rolled out at the UL. The project was implemented in January 2004. Funding was secured from SAICA and FASSET (the financial services SETA). The first output of this project will be in 2007. These students also write the UJ tests and examinations, although their degree is presented over four years (instead of three as for UJ students). The UL lecturers present some of the subjects, while UJ lecturers present the other subjects. The UL and UJ lecturers communicate often to ensure that the UL lecturers are on par with the UJ curriculum. The support offered to the UFH and UL is aimed at capacity building at these institutions, which are seen as historically disadvantaged universities. The Department of Labour provides the funding for capacity building at the UL and UFH to fast-track the skills shortage in the accounting profession in South Africa. A budget for R100 million was approved for the period 2007 to 2010.

## **Faculty of Education**

For the Faculty of Education, 2006 was a year of consolidation, self-appraisal and forethought. The MEd programme review in 2005 necessitated revision and consolidation with regard to the master's programmes. Much effort went into critical self-appraisal in preparation for the 2007 HEQC review of the BEd, Postgraduate Certificate in Education (PGCE) and Advanced Certificate in Education (ACE) programmes. In the second semester, attention was also focused on the development of a comprehensive Faculty strategy. As part of this process, the Faculty vision, mission and values were revisited and a conceptual framework for teaching and learning was finalised.

### *Academic programmes*

- The enrolment figure for 2006 was 5 498 – a decrease of 2 325 from 2005. This decrease can be attributed mainly to the phasing out of distance education in the ACE and BEd Hons, as well as to the decision to limit registration in some of the MEd programmes so as to allow for revision and consolidation.
- Postgraduate enrolments were 33% of total enrolments.
- The student profile of the Faculty in terms of population group was: African: 82%, white: 13%, Indian: 3%, coloured: 2% (87% black).
- The student profile of the Faculty in terms of gender was: female: 69%, male: 31%.

### *Staff*

- The academic staff profile in terms of levels was: Professor: 20%; Associate Professor: 14%; Senior Lecturer: 30%; Lecturer: 36%.
- The academic staff profile in terms of academic qualifications was: doctoral degree: 68%; master's degree: 30% and honours degree: 2%.
- The academic staff profile in terms of race was: white: 58%; African: 26%; Indian: 12% and coloured: 4%.
- The academic staff profile in terms of gender was: male: 58% and female: 42%.

### *Research*

- The Faculty is working towards per capita research output of 1.25 per full-time academic staff member. If the subsidised publications alone are taken into consideration, there is much room for improvement as the output for 2006 was 0.51. If the output of research-based master's (full dissertations) and doctoral students is included in the calculation of research output, the Faculty per capita output is 1.5.
- Academic staff published 16 books, the majority of which were not strictly research-based (in terms of DoE criteria for funding), but academic textbooks or books focusing on school education. These books are widely used at other universities and in schools.
- Faculty staff were involved in 500 research projects:
  - ~ Teacher identity and the culture of schooling (funded by the South Africa-Netherlands Research Programme on Alternatives in Development).
  - ~ Information and Communication Technology in schools (funded by the National Research Foundation (NRF)).
  - ~ Values and Human Rights in Education (funded by UNESCO).
  - ~ Aggression in Secondary Schools in South Africa (funded by the NRF).

- The NRF granted the Faculty a developed research niche area (RNA), "Teacher development in 'ecologies of practice'", with Prof E Henning as leader and Prof S Gravett as co-leader.
- University funding was granted to the Faculty for the establishment of a research centre, the Centre for Education Practice Research.
- The Faculty has four NRF-rated researchers.

#### *Community engagement*

- Faculty community engagement initiatives were closely linked to service learning of students in the BEd, PGCE and BEd Hons. These students rendered service in schools and community organisations.
- TechNed (a technology education project) trained 230 teachers throughout the year and 110 000 work books for learners were distributed.

#### *Faculty governance*

In the second half of 2006, all Faculty Committees self-evaluated their functioning in terms of efficiency, adding of value, focus and purpose. As a result, one committee was dissolved; the charters of all other committees were reviewed and in some instances revised.

#### *Academic achievements*

The following academic achievements are highlighted:

- Prof T Bisschoff was elected Vice-President of the Commonwealth Council on Educational Administration and Management. He is also an executive member of the Education Management Association of South Africa and executive member of the Interuniversity Centre for Education Law and Policy. He is a member of the Standing Committee for Research in Educational Management and Leadership (a UK-based organisation whose membership is on invitation only). He is Chair for a panel of the HEQC National Review of Teacher Education.
- Prof C Loock is Advisory Consultant for Examinations and Assessment of the Gauteng DoE and has been appointed by the MEC to the Gauteng Examinations Board.
- Prof R Mestry is an executive member and treasurer of the Education Association of South Africa and executive member of the South African Education Law Association.
- Prof K C Moloi received an award for best published peer-reviewed article, *Educational Management, Administration and Leadership Journal*. South African Special Issue. She is also a permanent member of the African Academic Fellowship (Fellowship of Academics in South African Universities).
- Dr R Grobler is a panel member for the NRF's assessment of research proposals (Institutional Capacity Development programmes).
- Prof H van Rooyen is a member of the Board of Directors, Delta Environmental Centre.
- Dr L Beekman received the best conceptual paper award and best research paper award at the Annual Conference of the Society for Student Counsellors in Southern Africa.
- Prof J Pillay is a Board member of the South African Qualifications Authority (SAQA) and Chair of the Counselling Division of the Psychology Society of South Africa. He is also an executive committee member of the International Society for Human Rights, Research and Health.
- Prof P Ankiewicz is a member of the NRF Advisory Panel for Science, Technology and Mathematics Educations; a member of the Editorial Board and Africa representative of the *International Journal of Technology and Design Education*; a member of the Editorial Board of *International Technology Education Studies* and a member of the Cement and Concrete Institute's Education Advisory Committee.
- Dr J de Beer is Chair of the World Education Fellowship's South African chapter.
- Dr G Lautenbach is a Programme Committee member and reviewer of the Association for the Advancement of Computing in Education, World Conference on Educational Multimedia, Hypermedia and Telecommunications.
- Prof S Gravett has been elected by the Education Deans' Forum to represent the Forum on the HEQC Advisory Committee. She has served on the executive of the Higher Education South Africa (HESA) Deans' Forum since October 2006. She is a member of the HEQC Accreditation Committee for the BEd, PGCE and ACE review and niche leader of the RNA awarded by the NRF, "Teacher development in 'ecologies of practice'".
- Prof E Henning is niche leader of the RNA awarded by the NRF, "Teacher development in 'ecologies of practice'".

## Faculty of Engineering and the Built Environment

The UJ's Faculty of Engineering and the Built Environment (FEBE) is a singularly coordinated academic organisational system strategically located within the Johannesburg city region. It is the first and only Engineering and Built Environment faculty in South Africa to offer the full range of professional Engineering qualifications previously only offered in different institutional types and belonging to different knowledge and competency outcomes. It provides integrated training to the entire engineering team, namely engineers, technologists and technicians.

Substantial progress was made with regard to merging and aligning the three Engineering Science programmes of the former RAU and the 16 Engineering Technology programmes of the former TWR in 2006. Thus far, three Electrical Engineering Technology departments have merged. By the end of 2006, a total of 16 departments were located in FEBE, comprising most of the classical disciplines of Engineering and the Built Environment. The departments are clustered into four broad fields of study.

The Executive Dean is supported by 16 heads of departments, two Vice-Deans and two Faculty Administrators. The core management and strategic activities during 2006 centred on stabilising the operational structures within FEBE. Structures are in place to ensure overall compliance and good governance practices and quality criteria. Financial reports and details around outstanding issues are expanded upon in the full Annual Report. FEBE promotes and supports reflective and critical thinking and problem solving among staff and emphasises the importance of distinguished scholarship as it works towards being a leading contributor to the UJ's strategic goals.

FEBE has a total of 129 academic staff, 23 part-time academic staff, 33 technical staff and 27 administrative staff. The equity profile of FEBE staff members is as follows: African female: 5.07%; African male: 19.28%; coloured female: 1.01%; coloured male: 2.03%; Indian female: 1.52%; Indian male: 3.55%; white female: 13.70%; white male: 53.80%.

During 2006, several staff members across FEBE's 16 departments completed higher degrees, several staff members enrolled for higher degrees and many others attended courses and conferences, locally and internationally, as important measurable vehicles for staff development. In the next reporting year, conference attendance will be linked to journal publications.

Currently, 21.7% of total academic staff hold doctoral qualifications and 37.98% of academic staff hold master's qualifications, with the latter not including doctorates. Several staff members excelled at national and international academic events, while others were honoured and awarded by industry and professional associations.

### *Academic programmes*

FEBE has approximately 6 200 registered students. The demand for entry into FEBE's programmes continues to increase and is managed in accordance with the University's enrolment plan and available resources.

FEBE's formal and subsidised qualifications include national diplomas (NDips), Bachelor of Technology (BTech), Bachelor of Engineering (BEng), Master's in Technology (MTech), Master's in Philosophy (MPhil), Master's in Engineering (MEng), Doctorate in Technology (DTech), Doctorate in Philosophy (DPhil), and Doctorate in Engineering (DEng), in a range of disciplines. In addition, a range of non-formal but industry-approved short courses are offered by various departments.

Postgraduate enrolments in FEBE continue to increase and research outputs have more than doubled. The Faculty's accredited research output for 2006 includes articles (22.33 units) and conference proceedings (20.17 units). There are 12 formal research groups located in FEBE, some of which are world class, namely:

- the Water and Health Group;
- the Unmanned Aerial Vehicle Research Group;
- the Industrial Electronics Technology Research Group;
- the Centre for Optical Communications and Research;
- the Telecommunications Research Group;
- the Speech and Signal Processing Research Group;

- the Chromium Steels Research Group;
- the Manufacturing Research Group;
- the Control and Image Processing Research Group;
- the Process Optimisation of Thermodynamic, Energy and Dynamic Systems Research Group;
- the Research Centre on Civil Engineering Materials (currently being established and to be based in the ABA Brink Materials Laboratory, Kingsway Campus);
- Materials and Mineral Technology;
- Small-Scale Mining.

The strategy going forward for FEBE focuses strongly on increasing research output, with key interventions in place to measure and assess progress continually. Regarding stakeholder engagement, the Faculty is actively engaged with a range of stakeholder groupings, namely schools, current students, the national and international academic community, professional bodies, industry and Government. Substantial progress was made towards the end of 2006 in developing a strategic plan for the Faculty. A strategic positioning exercise was carried out in consultation with heads of department and Faculty leadership. The process and its outcomes were at all times informed by the University's strategic objectives. Thus, the stable strategic plan for FEBE is aligned to institutional imperatives, especially with regard to increased student throughput, increased research output and effective enrolment planning. Interventions at Faculty and departmental level have been identified to address these issues.

The highlights of 2006 demonstrate how FEBE has increasingly aligned its activities to the strategic imperatives of the University, especially with regard to excellence in teaching and learning, internationally competitive research and strategic engagement with different stakeholder groupings:

- The Faculty made significant progress in the post-merger context relating primarily to the alignment of its Engineering Science and Engineering Technology programmes. At the same time, important academic accomplishments took place, which speak directly to the University's strategic goals around excellence in teaching and learning, and internationally competitive research. Other events during 2006 demonstrate the way in which the Faculty has embraced the UJ's goal to being an engaged university and to providing undergraduate and postgraduate students with a positive higher education learning experience. The Faculty also set in motion collaborative relations with the City of Johannesburg that are to be expanded and strengthened in the coming year. Collectively, the notable achievement of the Faculty and of the 16 academic departments it houses shows a common commitment to the continuing promotion of the UJ brand.
- In January 2006, a single Executive Dean was appointed, marking a key milestone in the history of the Faculty and representing an important consolidation of the Engineering Science and Engineering Technology environments.
- Accreditation of the Faculty's Engineering Science and Engineering Technology programmes by the Engineering Council of South Africa (ECSA) took place in May and August 2006 respectively. Currently, all FEBE degrees and diplomas are ECSA accredited.
- In October 2006, an official grant agreement was signed by the Vice-Chancellor, Prof Ihron Rensburg, and the Chair of the Tshumisano Trust, Marjorie Pyoos, who is also Deputy Director General of the Department of Science and Technology (DST). The agreement pertains to the Metal Casting Technology Station (MCTS) located in the Department of Engineering Metallurgy. The Tshumisano Trust is an agent of the DST and is providing an annual grant of R4 million for the MCTS to support and assist foundries in South Africa, to facilitate technology transfer in metal casting, to enhance the technology skills base of Small, Medium and Micro Enterprises (SMMEs) and promote their modernisation. The MCTS at the UJ is one of 13 technology stations based at higher education institutions across South Africa. The DST views technology transfer interventions as crucial to building capacity within South Africa's SMME sector.
- During the course of 2006, firm foundations were laid for a partnership between the Industrial Engineering Technology Department and the IQ Business Group, a group of process-engineering consultants. The Group employs experiential-training students and industrial engineering graduates in the process-engineering sector. An MoU between the UJ and the IQ Business Group was finalised at the end of 2006, and the official signing ceremony was planned for early 2007.
- Special mention must be made of the involvement of Peter Knottenbelt, Head of the Mining Department, in assisting the Mozambique Mining Development Polytechnic regional outreach programme with technical advice and resource materials.

- Based in the Extraction Metallurgy Department, Prof Antoine Mulaba continues to make meaningful contributions to the development of the small-scale mining sector in South Africa, working with the Minerals Processing and Technology Research Group established in 2004. Prof Mulaba was instrumental in the establishment of the Eastern Cape branch of the South African Small-Scale Mining Chamber and continues to make regular expert inputs to this organisation. The involvement of the FEBE in small-scale mining development in provinces across South Africa represents a critical contribution to knowledge production in this sector and skills transfer at community level.
- A specialised Water and Health Group was established last year, located in the Department of Civil Engineering Science. The intentions of this Group are to conduct research across faculty and campus boundaries as well as across the professional scientific environment.
- Prof Kobus van Zyl, Head of the Civil Engineering Science Department, accepted an invitation from the Hydraulics and Civil Engineering Research Unit of the Cemagref Research Institute in Bordeaux, France. Prof Van Zyl spent just over three months at the Institute in Bordeaux, working with experts in water distribution systems modelling and statistical theory. During this time, he also conducted joint research on stochastic analysis of water distribution systems and is currently finalising papers for two international journals. Cemagref, a French government institute tasked with research in water supply and other areas, the University of Bordeaux and the UJ are currently discussing the details of a joint collaboration project. Prof Van Zyl was also asked to organise the 10th Annual Water Distribution System Analysis (WDSA) Conference in 2008 in South Africa. This event, to be held in the Kruger National Park, will mark the first WDSA Conference to be held outside the USA and on the African continent. The first announcement for the 2008 Conference will be made at the WDSA 2007 in the US in May 2007.
- The ABA Brink Materials Laboratory in the Department of Civil Engineering Science was officially opened on the Kingsway Campus by the President of the South African Institute of Civil Engineering, Mr Sam Amod.
- The Department of Town and Regional Planning, headed by Mr Martin Lewis, made important inroads into the planning profession and also played a key role in discussions with the Royal Town Planning Institute and other heads of planning schools in South Africa around possible international benchmarking and accreditation. Last year, Mr Lewis was also elected to the South African Planning Institute, Gauteng Branch, and served ex officio on the Heads of Planning Schools Committee, comprising all planning schools heads in the country.
- The Department of Electrical and Electronic Engineering Science hosted the prestigious annual South African Institute of Electrical and Electronic Engineers President's Lecture. Last year, this was presented by renowned academic Dr Ian McRae, better known in the sector as "Mr Electricity". Dr McRae's influence and reputation have spread through the energy sector worldwide and he has received numerous awards for his many achievements. It was therefore an honour for the FEBE to host him.
- Prof J van Wyk of the Mechanical Engineering Science Department presented to the Royal Aeronautical Society in London, UK, on the state of the Aeronautical Society in South Africa. Prof Van Wyk also presented in South Africa on the local aeronautical industry.
- Prof H Ferreira of the Department of Electrical and Electronic Engineering Science was invited by the Institute for Experimental Mathematics at the University of Duisburg-Essen, Germany, to address an audience of international mathematicians. He was also invited to join the international organisation, Mathematical Reviewers.
- The Mining Department developed and presented two five-week professional development courses for the Mining Qualifications Authority Minerals and Mining Executive Preparation Programme. This industrial transformation project was attended by parliamentarian and top business executives.
- The Department of Power and Control Engineering Technology hosted the 2006 Electrical Engineering Forum, which was voted as the best ever by the delegates from higher education institutions around the country.
- Electronic Engineering students studying towards their BTech degrees earned second place in the Siemens Junkyard Design Competition, led by Pat Ellis of the Electronic and Computer Engineering Technology Department. The competition is a well-recognised industry event that seeks to link higher education institutions and the market place, and prepare students for the real world of work.
- "The development of property education in South Africa", a paper co-authored by Prof N Smith and

Mr S H P Chikafalimani of the Department of Real Estate, won the best international paper award at the International Property Research Conference in Malaysia in April 2006.

- Prof J Haarhoff of the Civil Engineering Science Department published two engineering heritage books entitled *Spine of a Dragon: Contributions on ABA Brink (1927-2003)*, *South Africa's pioneer of engineering geology* (ISBN 0-620-36524-2) and *Siviele Ingenieurswese aan die Randse Afrikaanse Universiteit 1968-2004* (ISBN 1-86822-504-6).
- The Department of Extraction Metallurgy's RNA "Materials and Mineral Technology" was provisionally approved for funding by the NRF.
- An MoU was signed between the Civil Engineering Technology Department and the National Home Builders' Registration Council regarding materials testing and research.
- A fully functional reverse osmosis water treatment plant was installed in the Department of Chemical Engineering with full-scale operation scheduled for 2008. The plant will generate third-stream income for the University through the production of premium-grade bottled water for the market place.
- Prof A L Nel of the Mechanical Engineering Science Department was involved in a whale-shark recognition project together with Gypsea and the Seychelles government, supplying image processing expertise as well as underwater photographic time.

## Faculty of Health Sciences

During 2006, the Faculty realigned its vision, mission, value statement and strategic goals to ensure commitment and focus to the realisation of the vision, mission and strategic goals of the University. Providing services across three campuses (Kingsway, Doornfontein and Bunting Road), 97 permanent academics supported by 33 permanent administrative staff and support staff, as well as non-permanent academic staff, provided a service to 2 986 learners.

Staff continued to improve their qualifications and 61% of them have a minimum of a master's qualification (59% in 2005). A further 15 staff members registered for further qualifications. This is in line with scholarship development and the Faculty target to have 80% of staff with a minimum of a master's qualification by 2009. Of the 97 permanent academic staff members, representation from the designated groups comprised 29 (29.9%) of the staff complement, made up as follows:

- African – 16 (16.5%), comprising 12 (12.4%) females and 4 (4.1%) males;
- Coloured – 3 (3.1%), comprising 1 (1.0%) female and 2 (2.1%) males;
- Indian – 10 (10.3%), comprising 6 (6.2%) females and 4 (4.1%) males.

This reflects a slight increase from 2005 (28%), although there was no change regarding gender composition from 2005 to 2006 (69.1% female staff).

Quality assurance forms an integral component of the Faculty and the programme review exercise was experienced as a valuable one. All programmes regulated by statutory bodies had representatives from the relevant regulatory body as panel members. Furthermore, the Health Professions Council of South Africa also had audits in addition to the programme review, and the relevant programmes maintained their accreditation status.

Enrolment figures indicate a decrease of 106 in total enrolments (from 3 092 in 2005 to 2 986 in 2006). The major contributor to this was the consolidation of the Optometry Departments and the completion of studies by the pipeline learners. The total number of postgraduate enrolments increased from 962 (31%) in 2005 to 1 004 (34%) in 2006. Of these, 196 (20%) registered for master's and doctoral programmes, unchanged from 2005.

Female learners comprised 67% (68% in 2005) of the total undergraduate enrolments, while the total postgraduates were 88% (87% in 2005) with the total female enrolment remaining unchanged at 74%. The percentage of African enrolments increased in terms of first-time entering students, undergraduates, postgraduates and total enrolments.

Total success rates were better than the University target (81.2% and 82.6% in 2005 and 2006 respectively), although the success rate and throughput rate in certain course offerings require attention. Intervention strategies to address the specific areas have been implemented.

The total subsidised outputs for 2006 (31.41) are down from the 37.61 units of 2005. A contributing factor was that a number of articles submitted in 2006 were accepted for publication only in 2007. Interventions have been implemented to ensure capacity and subsequent growth in this area.



Community engagement is an integral part of the Faculty's pursuits. Activities included free and subsidised screening for indigent community members at the different clinics, while research and developmental work done with the Medical Research Council and the City of Johannesburg as partners was conducted under the auspices of the World Health Organisation Collaborating Centre for Urban Health. Two important new initiatives started in 2006 include an HIV awareness and surveillance programme in Finetown (an informal squatter settlement 40 km south of Johannesburg) by the Homoeopathy Department, while the Chiropractic Department has initiated an outreach activity to the Door of Hope, a home for orphaned and abandoned babies, to deliver much-needed aid.

During 2006, a number of committees were established to ensure good governance practices and also compliance to quality criteria. Some areas requiring attention include the following:

- the physical facilities at the Doornfontein Campus;
- loss of staff, especially designated females, to Governmental organisations and other institutions;
- uncertainty, especially among administrative staff members, regarding their remuneration and post structures;
- loss in productive time due to the travelling between campuses to attend meetings on different campuses;
- space considerations;
- the declining patient base at Doornfontein Campus for the clinical disciplines;
- high lecture loads in certain disciplines.

The following achievements and other activities warrant special mention:

- The Department of Emergency Medical Care is one of the top training institutions of advanced life-support paramedics in the country. This Department hosted the Petty Coat Lane Medical Rescue Challenge annual event, which received a significant financial boost from the private sector.
- Mr Chris Steyn (Emergency Medical Care) developed a low-cost tracking and quality control database system for trainees in this field to monitor their clinical progress.
- Dr Maren Klich, a Fulbright Fellow whose speciality is Mycology, visited the Faculty in June and July. She is a research scientist working at the Southern Regional Research Centre, US Department of Agriculture at New Orleans. She was invited by Prof Mike Dutton under the terms of the fellowship to run a workshop on fungal identification and to give talks and presentations on her speciality.
- The Photodynamic Therapy (PDT) Consortium is a group of researchers from different institutions partnering a drive to promote and introduce this type of therapy as an effective and safe treatment modality for cancer. The Consortium consists of researchers from the UJ, University of Cape Town, North-West University, Rhodes University and the CSIR National Laser Centre. Prof H Abrahamse's UJ research group is mainly responsible for the cytotoxicity testing of new PDT drugs. The Consortium meets annually and this year Prof Abrahamse hosted the meeting at the UJ. An important development discussed at this meeting was the introduction of an MoU between all five parties.
- The Faculty's Laser Research Group, headed by Prof Abrahamse, is leading efforts to investigate the field of phototherapy with specific emphasis on low-level laser therapy and PDT. The group has successfully secured external funding for the research from the MRC, NRF and CSIR.
- Prof Marie Poggenpoel (Nursing Science) serves on the International Board of Directors of the International Institute for Qualitative Research and heads the Africa Centre for Qualitative Methodology which is housed in the Faculty of Health Sciences at the UJ.
- Prof B Harris of the Department of Optometry again obtained an A2 rating from the NRF during 2006.
- The Department of Optometry formed part of the organising committee for Mopane 2006 where world leaders in the field of optometry gathered to discuss the latest research and ways of bringing affordable eye-care to the world's poorest.
- Mr R Masoetsa, Lecturer in the Department of Podiatry, graduated in September with the first master's degree in Podiatry to be conferred on the African continent.
- Recognising the need to produce "evidence" of sustainability and outcomes in sports programmes, Profs Cora Burnett and Wim Hollander in the Department of Sport and Movement Studies developed the S•DIAT – a practical Sport in Development Impact Assessment Tool.
- Prof Paul Singh represented Africa at the 3rd Panhellenic Sports Law Conference held in Athens, Greece, towards the end of 2006. The conference was hosted by the Hellenic Centre of Research on Sports Law. It was held in cooperation with the International Association of Sports Law, National and

Kapodistrian University of Athens, Faculty of Physical Education and Sport Science, University of Peloponnese, Department of Organisation and Management of Sports, and the Athens Bar Association.

- In preparation for the 2010 Soccer World Cup, the UJ will be introducing a programme called the Varsity Volunteer Initiative for South Africa. The project, a collaboration between various higher education institutions in South Africa, will recruit and train volunteers for the 2010 World Cup and other large-scale sports events in the future. Although the initiative is aimed at developing a volunteer model that is unique to this country, Profs Hollander and Burnett will be visiting TAFE Global – an organisation that has a model that worked well in Australia with the Sydney Olympics and Commonwealth Games – to gain valuable information from an experienced institution. The University will also be working closely with Sport and Recreation South Africa to make sure that the volunteers are prepared for their tasks in 2010.
- The Faculty's Water and Health Research Unit, under the direction of Prof Paul Jagals, has signed an agreement with the World Health Organisation (WHO) to lead a project entitled World Health Organisation WSH Cost-Effectiveness and Cost-Benefit Analysis Applied to Water, Sanitation and Hygiene Interventions. The project will explore the cost benefit as well as the cost effectiveness of improving accessibility to drinking water, mostly in rural areas, in relation to its effect on individual health.

## **Faculty of Humanities**

One of the most fundamental strategic goals in the Faculty has been the attainment of Faculty governance structures and procedures that are appropriate (to an academic environment), effective, transparent, clear and that have resulted from a strongly consultative process. Once committees, procedures and policies are in place, there are a structure and an environment within which change can occur, and within which the Faculty can become better at what it does. Governance mechanisms are the channels that allow for the regulated flow of energy. During 2005/6, this was a strategic goal and, to a large extent, this has been achieved.

In terms of research output, there is an 18% increase from 2005 to 2006. This is pleasing, but one must bear in mind that comparative research output figures are best viewed over a period longer than a year. The period between the acceptance of an article for publication, and its appearance in print, can vary from six months to four years. Indeed, the most prestigious international journals often have the longest waiting list. Moreover, mechanisms to stimulate research often take a few years to bear fruit, as research often takes time to germinate. The intention of the Faculty's management is to present a solid, sustainable, demonstrable long-term increase in research outputs of various kinds for the years 2006 to 2010. Perhaps more important even than a system of incentives is the need for a stronger research culture, so that the impetus is not simply reward-driven, but is ingrained practice.

In terms of research centres, processes are under way to appoint full-time, dedicated directors for three centres: the Centre for Social Development in Africa, the Centre for Sociological Research and the Centre for the Study of Culture and Language in Africa. Plans are afoot for the appointment of two further directors, to the Sanlam Centre for Local and Municipal Governance, and the Centre for Communication Research.

Recently, much attention has been given at UJ to the need to improve throughput figures. The Faculty supports this initiative, but the Executive Dean, Prof R Ryan, cautioned in a memo to staff in 2006:

The first principle, in any discussion of throughput, is the creation and retention of high academic standards. Our second principle should be to analyse each throughput, whether high or low, and seek explanations. Our third principle should be that, if throughput is indeed low, we find ways of strengthening the whole teaching and learning "package" of the course. If the throughput in any particular course improves without our having improved the "package" of that course, then we may legitimately question how this improvement occurred, and whether or not this was the result of lowered standards, which would, if true, be a contravention of our first principle.

The Faculty of Humanities now has a detailed draft Tuition Policy document which, if accepted and implemented throughout the Faculty, should result in a comprehensive analysis of all aspects of tuition in the Faculty, which in turn will lead to best-practice models and their subsequent implementation. By these means, pass rates and throughput rates will be improved in a responsible manner. Frankly, consistently high pass rates in any particular module may also be cause for concern.

One of the Faculty's strategic goals, underpinning much that the Faculty management attempted to initiate in 2005/6, is the creation of a greater sense of belonging and unity within the Faculty. This effort is intended to diminish the fights for territory within the Faculty as a result of a desire to increase market share, and to foster a sense that the primary unit is the faculty, not the department. To this end, the Executive Dean arranged a number of inter-departmental meetings, and impressed on heads the need for cooperation, the fostering of a sense of a shared commitment to human knowledge, shared responsibility and shared rewards.

Simultaneously, 2006 was the year for leading heads into a new approach to departmental management, one that is strategic and involves leadership rather than simply coordination. Collegiality within a faculty is a most important attribute, but it must be complemented by decisive actions from people who stick their necks out in pursuit of academic goals. In this, the Executive Dean attempted to make more demands on heads, and to give them more support. The role of head is arguably the most pivotal role in the University, and heads are subject to enormous stresses and demands, from above and below. The Executive Dean tried to ensure regular contact with each head, to monitor well-being.

This executive summary does not repeat figures and percentages that are contained in the body of the report submitted to the UJ's management, but is aimed at highlighting the non-measurable, or seldom measured, goals that are vital for the overall health and development in a faculty. In this respect, the following academic achievements can be accentuated:

- The number of accredited articles for 2006 is 101. This represents an 18% increase on 2005 (85 accredited articles in 2005; 80 accredited articles in 2004) and is very pleasing. Individual achievements in this regard include the following: Prof Deon Geldenhuys (Politics) produced four accredited articles; the Department of Linguistics produced an average of 2.1 accredited articles per academic employee and six members of staff in the Faculty produced 2.5 articles.
- There are currently 12 NRF-rated researchers in Humanities. A further six researchers have applied for rating.
- The throughput average for the Faculty of Humanities was 88%. This percentage is obtained by calculating the throughput rate of each individual subject presented by the Faculty during 2006 and then calculating the average of the sum total of these amounts.
- During 2006, 830 BA degrees were conferred, 36 of which were *cum laude*. A total of 351 Honours degrees were conferred, 54 of which were *cum laude*. A total of 77 Master of Arts degrees were conferred, 17 of which were *cum laude*, and a total of 27 D Litt et Phil degrees were conferred. This represents a total of 104 research degrees, and an overall degree total of 1 285.
- The *Centre for Sociological Research* (CSR) under the direction of Prof Peter Alexander has investigated class, a concept that is central to explanations of social inequality and political conflict. The CSR's largest project, *Classifying Soweto*, is interrogating its meaning, firstly as self-identity, and then by relating this to job status, income and culture. The research will illuminate differences and similarities between employed workers and the non-working poor, and it will reveal how "class" has changed over time. The project undertook a random survey of 2 400 Soweto residents, a four-week activity involving 60 fieldworkers and 12 cars. The Rosa Luxemburg Foundation agreed to provide the project with a further R3.6, among other things for the employment of three researchers for 2007 to 2009. Other CSR projects focus on social capital and citizenship, mining labour history, HIV/AIDS, and crime. A postdoctoral fellow, Leo Zeilig, was appointed, and there were two visiting professors: Partha Mukherji, past-president of the Indian Sociological Association, and David Renton, from Britain. Publications included books by Zeilig, Renton, and David Seddon on *The Congo: Plunder and Resistance* (Zed), and *Renton on The Anti-Nazi League* (New Clarion). The highlight was the launch of *Globalisation and New Identities* (Jacana), a volume edited by Peter Alexander, Marcelle Dawson and Meera Ichharam, containing 12 chapters by UJ sociologists, mostly students, and a conclusion by Michael Burawoy, president of the American Sociological Association. The Sociology Seminar met on 28 occasions, with original research presented on each occasion. Nine of the papers were by international scholars (including Immanuel Wallerstein).
- The *Centre for Social Development in Africa* under the direction of Prof Leila Patel is currently running a number of research projects:
  - a) *Baseline household survey for City of Johannesburg* (partnered with Brown University (USA) and London South Bank University (UK). Phase 1 of the study has been completed, which consisted of

gathering baseline data on livelihoods and poverty from 150 households in three areas of Johannesburg (Orange Farm, Diepsloot, and Joubert Park).

- b) *Five-Country Study on Service and Volunteering in Southern Africa*, to assess the prevalence and form of national, international and local community-based civic service programmes in South Africa, Botswana, Malawi, Zambia and Zimbabwe (partnered with the Centre for Social Development at the George Warren Brown School of Social Work, Washington University in St Louis, USA, and Volunteer and Service Enquiry Southern Africa). This will result in a special joint journal edition between the accredited journals *Social Development in Africa* and *Social Work Practitioner-Researcher* in which six articles will be published featuring the findings of the five-country study.
- c) *The Transformation of the Welfare Sector in South Africa*, to assess the transformation of this sector in relation to the key social development directions encapsulated by the White Paper for Social Welfare, 1997. The project is partnered with the National Association of National Councils of Social Welfare Services, National Coalition for Social Services and the National Department of Social Development.
- d) *The Responsiveness of Social Work Education in Southern Africa*, to enhance the excellence and responsiveness in social work education in Southern Africa, partnered with the Department of Social Work, University of Applied Sciences, Erfurt, Germany, and the Association of Schools of Social Work in Africa.
- e) *Broad-Based Black Economic Empowerment (BBBEE) and Community Empowerment*, to evaluate the nature and extent of BBBEE deals and community empowerment with reference to their structure, processes, benefits and challenges with the view to inform policy and good practice.
- f) *South African Local Government Association Social Development Policy*, to develop a social development policy for its members, that is, every local municipality across South Africa.
- The Public Intellectual: Twenty-three academic members of staff appeared on radio or television during 2006, participating in discussions and interviews on a number of intellectual and social matters, ranging from discussion of literary texts and authors, religion and spirituality, race and xenophobia, class, language policy, violence, gender, social ethics, elections, democracy, family structure, globalisation and new identity. P Dannhauser (Communication) created a documentary "Bread", which was broadcast on SABC2 in February 2006 and she was awarded the SAFTA award for Best Factual Programme for the "Solving it" series.
- Members of staff presented more than 130 papers at academic conferences during 2006. In terms of hosting conferences and colloquia at the UJ, Prof W Burger (Afrikaans Department) organised a conference pertaining to the Van Wyk Louw 100 Years' Memorial Colloquium (September). Prof H-J Knobloch (German) hosted the 8th Johannesburg Germanistentreffen in March. Dr A-M Beukes (Linguistics and Literature Studies) hosted the International Conference on Language Practice: Yesterday, Today and Tomorrow, presented by the SA Translators' Institute, in August. Dr T Guse (Psychology) hosted the Introduction to Impact Therapy Conference in February. Prof J F J van Rensburg and Dr M A E Dockrat (Semitic Languages) co-organised the International Symposium on Islamic Civilisation in Southern Africa in September. Dr Dockrat also organised the colloquium, "The Significance of the Somali Conflict in the Horn of Africa: Towards an African Response" in November. Prof P Alexander (Sociology) organised the colloquium "Youth and resistance, 1976-2006" in June.
- In terms of the involvement of our academics with other universities, academic journals and professional associations, 28 members of staff acted as external examiners for South African and international universities, 16 members of staff were either editors of academic journals or were appointed to the editorial boards of academic journals, and 20 members of staff were appointed to the executive committee of academic or professional associations.
- The Marketing Communication programme has international accreditation through the International Association of Advertising Agencies, obtained in 2006. There are only two programmes in the entire South Africa that are accredited by the Association.

## Faculty of Law

The Faculty of Law is a relatively small faculty with only 36 permanent academic staff members. Of these staff members, 83% have a master's or a doctor's degree, or both. The total staff component of the Faculty (including administrative staff, but excluding tutors and assistants) totals 93. Of these, 34 are black and 53 are women. Of the 36 academics, 16 are professors or associate professors. All of them have doctor's degrees.

The number of law students in 2006 was in the region of 1 500, but the Faculty "serves" an additional 9 000 to 10 000 students by teaching service and non-subsidised courses. The service courses include modules in the diploma programmes of the Faculty of Management and modules in the degree programmes of the Faculty of Economic and Financial Sciences. The Faculty offers various non-subsidised programmes. The majority of them are postgraduate programmes and provide members of the public and alumni with specialised training in a variety of topics.

The majority of students in the Faculty are female (57%). The percentage of black students is 46 and that of white students 54. The undergraduate success rate of the Faculty in 2006 was 76.2%.

The Faculty has six research institutes. The research institutes and centres produce publications and arrange seminars, but are also involved in the development of new legislation for the country. One centre is also very much involved with the training of students, including the training of senior civil servants.

The academics in the Faculty produced 45.5 articles in accredited journals and 18 in non-accredited journals. They were involved in 21 books, either by means of the updating of existing books, or the production of further editions, or the writing of completely new works. Altogether 66 papers were presented throughout the world.

The Faculty and its members have strong international relations and have formal agreements with seven overseas universities.

Students receive practical training at four law clinics spread over the Witwatersrand. The students and staff conducted 13 600 hours of consultation at these clinics with indigent members of the public in 2006. They provided free legal services to these people and at the same time rendered valuable community service.

The Faculty has its "own" law journal (*The Journal for South African Law*) which has been going for 30 years. It is an accredited quarterly published by Juta's. More than half of its articles originate from outside the Faculty and even from overseas.

The following academic achievements deserve special mention:

- Prof J Otto received the prize for the best contribution overall in the *Journal for Contemporary Roman Dutch Law* in 2006.
- Prof J C Sonnekus received a prize for the best short contribution in the same journal. He was also appointed as an editorial committee member for the *Tydskrif vir die SA Akademie*. Prof Sonnekus was also invited by the Alexander von Humboldt Foundation to participate as an expert researcher in a series of academic debates, together with other top German researchers, in Bonn.
- Prof J L Neels was invited to give a series of lectures at the Hague Academy of International Law.
- Prof H A Strydom was the recipient of the *Von Humboldt Wiederaufnahme*.
- Mrs E Fourie was awarded the UJ Chancellor's Medal for the most meritorious master's study, which was also acknowledged as best by the *Suid-Afrikaanse Vereniging vir Arbeidsreg* (South African Association for Labour Law).

## **Faculty of Management**

The Faculty of Management continues to make strides towards excellence in its academic programmes. By integrating its rich network of outstanding, committed and dedicated scientists, researchers and academics that reaches across uniquely grouped disciplines, the Faculty endeavours to become the provider of choice in the higher education landscape for Management in Southern Africa.

The year 2006 was a challenging one for the Faculty, which houses eight departments and one school with two academic departments and commercial operations. Exceptional staff achievements were as follows:

- Prof Les Labuschagne was awarded an NRF researcher rating of C3.
- Prof Gert Roodt was awarded a fellowship from the Pan-Pacific Business Association for his contributions to the association, as well as from the Society for Industrial and Organisational Psychology of SA for a lifetime of outstanding contributions to the science, practice and organisation of Industrial and Organisational Psychology.
- Prof Karel Stanz was invited to attend the Montreal Human Capital City Summit as a distinguished

guest, the only one from Africa. This was hosted by McGill University and the Human Capital Institute. He was also invited to India to attend the Global Talent Delegation: A Global Leadership Development Programme.

- Dr Boris Urban presented his research findings to the office of President Thabo Mbeki on invitation.
- Dr Anita Venter was elected to serve a three-year term on the South African Board for Personnel Practice in the education portfolio.
- Prof Adele Berndt received an award as "Leadership Thinker" from the Leadership Forum, South Africa.
- The Faculty introduced Lecturer of Distinction awards to acknowledge exceptional teaching and learning. Six staff members received these awards.

The Faculty has a total of 199 academic members of whom 50 are contracted employees and 55 non-academic employees. The gender distribution is 40% female (academic employees) and 89% female in the non-academic division. Only 27% of the academic employees are black. Forty-eight percent of the academic employees hold master's degree while the remainder hold doctor's degrees.

A number of staff obtained higher qualifications. To encourage staff to conduct research and publish, not only Lecturer of Distinction but also Researcher of Distinction awards were presented to those who had achieved exceptionally.

The following were highlights in academic programmes:

- Enrolment figures remained static compared with those of the previous year, both for undergraduate and for postgraduate programmes (8 568 in 2005 and 8 560 in 2006).
- First-time entering students constituted 26% and undergraduates accounted for 57% of the total figure. These figures were below and above the UJ's benchmark of 35% and 39% respectively.
- Postgraduate enrolments were 11% of the total enrolments (a decrease of 1%) which was well below the UJ benchmark of 20%.
- Master's and doctoral students comprised 46% of the postgraduate enrolments, a decrease of 2% compared with the percentage for 2005 but still well above the UJ benchmark of 35%.
- Undergraduate students were represented by 81% African, coloured and Indian students.
- In postgraduate enrolments, African, coloured and Indian students constituted 46%.
- Undergraduate and postgraduate female enrolments both stood at 53%
- The overall success rate of undergraduates was 75.1%. Initiatives have been implemented to improve the throughput rates.
- Extended degrees and diplomas provide greater access to programmes to students who show potential.
- The workload of staff lecturing in the vocational programmes is often far heavier than that of the traditional academic programmes.
- The programme reviews focused on developing a new academic programme structure, on continuing and improving the quality of existing programmes, and on aligning all programmes with the nature of a comprehensive university in the context of institutional, regional and national imperatives.
- The short learning programmes generated a total income of R21.7 million. Expenses included staff costs of R7.6 million and operational costs of R10.2 million. contribution of 20% (R3.2 million) of turnover after direct course cost to the University. Profit amounted to only R399 000.

#### *Research outputs*

Research outputs are reflected by the following:

- 183 subsidised publications (77 accredited journal publications, 104 contributions to refereed or evaluated conference proceedings);
- 42 in non-subsidised publications;
- 69 books and contributions to books;
- 18 research projects;
- 258 addresses delivered or posters presented, of which 88 were at international events, and 170 at various national occasions;
- 11 symposia/colloquia were attended internationally and 23 nationally.

#### *Research funds*

- Subsidy income was R585 000 (based on 2004 subsidy credits).

- Subsidy generated by postgraduate studies amounted to R15.4 million.
- Financial support by way of grants awarded to staff was R376 500.

Besides the two well-established research centres, two new ones are to be founded:

- Centre for Small and Medium Enterprise Development;
- Centre for Transport and Supply Chain Management Research.

There are a number of international and national partnerships and collaborative projects in progress.

#### *Faculty governance*

- Numerous changes took place in 2006 with the resignation of a vice-dean and the acting Executive Dean. A former vice-dean, Prof Stephen Kruger, was appointed acting Executive Dean until the end of December 2006.
- Because of the development of new UJ policies, some Faculty policies still need to be prepared. All available UJ policies have, however, been translated into Faculty-specific policies.

#### *Community engagement*

- The former RAU included non-subsidised courses in the category of community engagement, whereas the former TWR included upliftment projects to assist communities.
- Several departments have been involved in projects that have added value to the communities in their specific fields of specialisation.

#### *Matters of concern*

- Some of the major challenges that the Faculty faced in 2006 included the new funding formula proposed by the Government, enrolment planning, the creation of third-stream income, new competitors in the market, unique demands from the new generation of well-informed learners, and the expectations of industry about the kind of learner it expects to enter the job market.
- Major problems are experienced with the Faculty administration on the Auckland Park Bunting Road Campus. Poor service delivery, mistakes, large numbers of queries and a lack of commitment and full integration are some of the problems.

## **Faculty of Science**

The Faculty's commitment to the realisation of the vision, mission and strategic goals of the University is evident throughout this report. The Faculty of Science looks back with pride on a successful academic year and the many achievements of staff and students in 2006. Staff continued devotedly to enhance the Faculty's stature with respect to teaching, research and community outreach. The prestige of the Faculty is emphasised by the number and scope of the achievements of its staff and students.

The Faculty's staff are dispersed over four of the University's campuses, which complicates human resources administration. In managing the Faculty, the Dean was assisted by the heads of departments and the faculty coordinators of the campuses. The Faculty has 153 permanent and 74 temporary academic employees (N=227), and 65 permanent and 12 temporary non-academic employees (N=77). The postgraduate qualification profile of the academic employees has increased slightly over the past two years: 85% hold a master's qualification while 46% also have a doctorate. Only 26% of the employees are black and 38% are female.

Scholarship development was actively pursued during 2006. Several staff members improved their qualifications and research profile through further studies and through involvement in research activities under mentorship of established researchers.

#### *Academic programmes*

- The programme review was experienced as a time-consuming but valuable exercise. The Faculty scrutinised its extensive suite of programmes via internal and external review processes. All aspects of the programme offerings were evaluated. The new programme qualification mix of the Faculty will be presented to Senate in 2007.
- Enrolment figures indicate a decrease of 464 in total enrolments.
- Postgraduate enrolments are 20% of total enrolments (increased by 4% from 2005 to reach parity with the institutional benchmark).

- Master's and doctoral students now make up 60% of the total number of postgraduate students (an increase of 5% from 2005; the UJ's percentage is 35%).
- In terms of population group distribution, 64% of undergraduate students and 33% of postgraduate students are black (African, coloured, Indian). In the latter grouping, 28% are African.
- Regarding gender, 47% of undergraduate students and 40% of postgraduate students are female.
- The throughput and success rates in some modules are not satisfactory. It is expected that the initiatives implemented will yield the expected improvements.
- Bridging, foundation, and extended programmes succeeded in widening access to the Faculty in an academically responsible manner.
- Formal contact time differs quite dramatically between campuses.
- The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Department of Mathematics and the Academy for Information Technology. The total income generated was approximately R2.2. million, i.e. R800 000 more than in 2005.

### *Research*

The subsidised publication output in 2006 was the highest in 12 years. Research activities of the Faculty are illustrated by the following measurable outputs:

- A total of 89.96 subsidised units (71.67 in 2005):
  - ~ 78.21 units in A and B subsidised journals (57.49 in 2005);
  - ~ 6.16 units in peer-reviewed conference proceedings (3.12 in 2005);
  - ~ 5.59 units in peer-reviewed professional books (11.06 in 2005).
- Publications in conference proceedings: 63.
- Regarding the training of master's and doctoral students, there were 47 master's and 10 doctoral candidates at the two graduation ceremonies in 2006 (45 master's and 13 doctoral graduates in 2005).
- As in 2005, staff participated in 176 research projects (58 at international level).
- Contributions at national events, that is conferences, universities, workshops and other research institutions, were the same as for 2005 at 190.
- Contributions at international events were slightly lower at 116 (122 in 2005).
- Forty-one foreign research workers visited the Faculty for research purposes in 2006 (47 in 2005).
- Sixty-seven research-oriented visits were made abroad (23 in 2005).

The total number of 33 NRF-rated staff remained unchanged:

- one is A-rated (namely Prof N J Beukes at A-1);
- six are B-rated;
- seventeen are C-rated;
- nine are Y-rated.

The funding for research is summarised as follows:

- External sources: 75.5% ( $\pm$  R12.2 million) of total research funding ( $\pm$  R16.2 million); in 2005 the external research funding was 67% of the total research funding of  $\pm$  R13 million).

Financial support for master's and doctoral students in the form of bursaries was as follows:

- External sources: 53% ( $\pm$  R1.2 million) of total master's and doctoral bursaries ( $\pm$  R2.3 million); in 2005 the external bursary contribution was 69% of the total bursaries of  $\pm$  R2.3 million.

Two well-established research groups in the Faculty were approved for funding under the initiative of the VC to establish research centres:

- Geology: Centre in Palaeoproterozoic Mineralisation
- Chemistry: Synthesis and Catalysis.

### *Faculty governance*

The necessary structures are in place to ensure compliance with good governance practices and quality criteria. However, some Faculty-specific policies are still outstanding and need to be aligned with the recently developed institutional policies.

### *Community engagement*

The Faculty is widely involved in community outreach programmes and public lectures, and continually strives to enhance its impact through its teaching and research programmes.



### *Matters of concern*

- The lack of physical and human capacity in certain areas (not only in the Faculty of Science) has a negative impact on the quality of teaching, learning and research activities in the Faculty. Several non-academic support units in the University are not providing the expected services.
- Improvements in demographics are limited by strong market forces.
- The fact that school leavers are generally inadequately equipped to cope with the demands of science at higher education level has a strong effect on the Faculty's pool of potential students, as well as on its throughput and retention rates. In view of the national imperatives to increase the number of science graduates, the Faculty offers fundamental and bridging courses in Mathematics and Physical Science, and provides classes to Grade 9 to 12 learners from previously disadvantaged communities. However, in many cases these initiatives are not sufficient to make good the deficiencies of several years. Bridging and foundation programmes will have to be redesigned in line with the curriculum of the new Senior Certificate.
- The University's official language policy has a negative effect on students and staff in some departments on the Kingsway Campus, of which the decrease in contact time (because of a split into English and Afrikaans periods) is just one example. In most subjects the division into an Afrikaans and English class results in a hugely unbalanced class distribution.
- The scheduling of lectures after normal hours on the Kingsway Campus leads to poor attendance because of valid considerations of personal safety and transport difficulties.

## **ACADEMIC SUPPORT AND DEVELOPMENT**

A range of academic support and development divisions and services in the University supported the faculty-based academic enterprise in 2006 and provided academic development opportunities for students and academic employees:

- Library and Information Service
- Academic Student Development (including foundation programmes and the Learning Centre)
- Academic Staff Development
- Student Counselling and Student Services (including the Office for People with Disabilities)
- Centre for Technology Assisted Learning
- Cooperative Education Unit
- Academic Administration
- Information Services
- Office for Institutional Effectiveness.

Whereas significant progress was made in 2006 in consolidating the merger and providing a platform for strategic academic planning for the next five years, the same cannot be said for the various Academic Development and Support Divisions. With few exceptions, a substantive merger of the erstwhile TWR and RAU Academic and Support Divisions continued to function largely separately from each other. This can mainly be attributed to the institution's not being successful in appointing senior executives who could lead the process of substantive merger. It must be said, though, that the Human Resource Renewal and Integration Process undertaken by the institution in respect of all support functions provided significant impetus to achieve such substantive merger or implementation in 2007.

Information Services continued in 2006 to provide information communication technology services to five campuses under less than optimal circumstances, brought about by a lack of human resources to service the institutional demand and a more-than-average staff turnover as a result of the high demand for IT specialists in business and industry. The institution took certain decisions to improve the situation, but much still remains to be done. Approximately 3 500 computer workstations are available for students across all five campuses.

The Office for Institutional Effectiveness has assumed the institutional mantle for directing and implementing quality assurance initiatives and for academic planning of programme revision and renewal.

### **Library and Information Services**

In comparison with 2005, the focus of the Library and Information Centre (LIC) became more strategic and several work sessions to this effect were organised. Discussions of the challenges facing higher

education and university libraries in the South African and global context, as well as the organisational culture of the LIC, specifically led to the revision and alignment of the LIC vision with that of the University to the following: *A globally acknowledged African gateway to scholarly information, renowned for breaking knowledge boundaries*. The proposed values were workshopped on all campuses by the Values Working Group of the LIC HR Team, which led to the adoption of the following values: *Human dignity, Integrity and Respect; Excellence and Innovation; Accountability and Transparency; Professionalism*. Developing LIC policies based on best practice continued in the various departments. Owing to the financial assistance from the office of the Executive Dean of Humanities, it was possible to make considerable progress with one of our strategic objectives, i.e. promotion of the local content of the N J Van Warmelo collection (an anthropologist-linguist and Government ethnologist).

#### *Strategic resource plan*

In October 2006, the LIC had the opportunity to present its strategic plan to the Leadership Executive Group. For this purpose, a benchmark of the LIC was done against the libraries of Wits University, US, UFS, NWU, and UP. The benchmarks will be extended in 2007 to include UCT and UKZN, as well as some international university libraries.

#### *Quality assurance*

The UJ LIC was actively involved in the Quality Assurance Subcommittee of the Committee of Higher Education Librarians of South Africa (CHELSA) and particularly regarding contributions to the CHELSA draft Self-Evaluation Guide, as well as the CHELSA/FOTIM Quality Assurance Conference.

At the local level, a template for reporting library matters for the various programme reviews was developed. One of the highlights in quality assurance was the LibQual survey of staff and students' perceptions and expectations of the seven libraries on the five campuses. Valuable comments regarding the service, information resources and physical environment were received. The poor performance areas will be addressed in 2007 through a quality improvement plan. Some long overdue renovations and maintenance were done in the Soweto Campus LIC at the end of 2006.

#### *Shared services and elimination of duplication*

Renovations were made in order to accommodate the centralising and sharing of the Collection Development Management Department (cataloguing, acquisitions and physical processing) of information sources for all campuses. With the retirement of the assistant for physical processing at the Soweto Campus, it was decided not to fill the position for the same purpose, since all physical processing would be done at the Kingsway Campus in future.

Separate financial policies, procedures and the information budgets were aligned into a single UJ LIC information budget.

A very successful single book fair (previously hosted by the former TWR) was organised on the Bunting Road Campus. A feasibility study of an expanded annual book fair will be done in 2007.

The journal holdings of the former TWR were added to the A-Z database to improve retrieval and accessibility of journal articles and to cut down on unnecessary interlibrary loans.

Progress was also made in the implementation of a self-checkout system for the four other campuses. A phasing-in approach will be followed for the next three years due to the capital investment required for equipment and for human resources for the physical preparation for self-checkout.

With the completion of the FADA Building at the Bunting Road Campus, the collections from the former TWR Eloff Street Campus and the Doornfontein Campus were moved to Bunting Road.

Shelving assistants from Doornfontein and Bunting Road were trained for binding preparation and a regular shelf-reading programme in which other library staff participated with the shelving assistants was implemented on all campuses.

#### *Copyright*

The Copyright Officer was relocated to the Kingsway Campus in order to improve services and to improve training possibilities in copyright and digital rights management. A blanket copyright licence was signed with the Dramatic Artistic and Literary Rights Organisation.

### *Dewey project*

Sixty-five per cent of the records for conversion from the in-house classification system to the Dewey system were completed with funding originally allocated by the Merger Unit. A request for an additional amount (mainly because of the exchange rate and a larger number of records not being matched than originally anticipated) was successfully submitted to the Merger Unit and the project will continue in 2007.

### *Additional workstations on Bunting Road and Doornfontein campuses*

Mainly because of the poor infrastructure on these two campuses, additional workstations were not purchased. The infrastructure will only be completed in 2007.

### *LIC webpage*

Since the content management system for the UJ could not be finalised in 2006, the UJ LIC webpage could not be completed and it was necessary to revert to the interim UJ LIC webpage.

### *LIC IT Helpdesk*

The LIC Information System Department used open-source software to set up a help desk. It is hoped that this facility will be extended to other campuses, pending the central help desk envisaged for the University.

## **Centre for Technology Assisted learning (CentAL)**

The Centre for Technology Assisted learning functioned in 2006 under its new structure and operating model. They grabbed the opportunity to live their slogan ("We energise learning") and expanded it to the four languages of the University.

During 2006, CentAL again focused mainly on the development and support of technology-assisted learning through the design and development of integrated learning material packages, the development and administration of the University's learning management system (LMS) and the support given to ensure optimal use of these packages and this system by academic employees and students. The LMS, known as Edulink, had 515 modules on it during 2006 and received more than 372 million hits during 2006 (compared to the 280 million and 205 million in 2005 and 2004 respectively). A major project, called Edulink2007, ran parallel throughout 2006 to ensure that the new Blackboard Learning System, running on very sophisticated new hardware (to enable UJ to handle at least 3000 concurrent users on the LMS), could be made available to the UJ academic community on all campuses in the 2007 academic year. CentAL's contribution to professional development of staff and the training of students through a range of workshops also increased in 2006.

A highlight experienced in 2006 was that CentAL was selected from more than 2600 clients worldwide as one of four that is implementing technology assisted learning in an exemplary way by Blackboard. They used a description of CentAL's so-called success story at the Educause conference in the USA in October 2006.

## **Student Services Bureau**

Student services are still offered in accordance with the traditional service delivery at the former RAU and TWR. A structured Student Services Bureau (SSB) exists on the Kingsway Campus, offering services also to the East Rand and Soweto campuses, while student counselling services are offered at the Bunting Road and Doornfontein campuses. The process of consolidation should be finalised in 2007, based on the renewal and integration process. The SSB of the former RAU – including the East Rand and Soweto campuses – used to report to a Deputy Vice-Chancellor, whereas Student Counselling of the former TWR reported to the Dean: Student Affairs. Because the new structures for Student Affairs had not been finalised after the merger, the services of the SSB and Student Counselling were not yet aligned and activities could therefore not be integrated. The process related to the renewal and integration process did, however, commence in 2006.

### *Therapy and other counselling services*

An increasing number of students made use of the consultation services for sexual, physical and emotional abuse, termination of pregnancies, HIV information, trauma, victimisation, panic and anxiety disorders and depression. Before and during examination times, the demand for therapy services

increased at such a rate that each of the psychologists from the East Rand and Soweto Campuses was requested to help with therapy on the Kingsway Campus one day per week to deal with the demand.

It is consequently being considered to use contract workers during the seasons when therapy is in high demand. More group sessions are planned for the future, focused in particular on the needs of first-year students as determined by a Student Needs Survey during the orientation period. Student counselling services were also offered at the Bunting Road and Doornfontein campuses.

#### *Supervision and training*

During 2006, two intern psychologists were supervised and trained at the Kingsway Campus, and five intern psychometrists were supervised and trained in the second semester.

#### *Psychological assessments*

The Assessment Centre at the Kingsway Campus was renovated and at the same time the 15 workstations were increased to 30. Psychological assessment tools were also updated. A total of 2 909 assessments were done during 2006. This included career-guidance testing for students and Grade 11 and 12 learners, as well as evaluation and placement testing at the request of deans of various faculties. Psychological assessments requested by deans were organised and performed on the Kingsway Campus for all five campuses.

#### *Career Centre*

The Career Centre activities are available on the Kingsway, East Rand and Soweto campuses only. During 2006, companies recruited on these three campuses, but, since the services were not integrated yet, recruitment on the other two campuses was difficult. A contract was signed with Career Junction for electronic recruitment for the benefit of students and alumni on all campuses. This facility will be managed from the Kingsway Campus and should be operational from February 2007.

#### *Office for People with Disabilities*

Awareness campaigns on all five campuses also increased the visibility of this service with a concomitant increase in demand. [See Table 8 for statistical evidence of growth.] Accessibility to facilities received constant attention. A UJ policy for persons with disabilities was approved by Senate and Council.

#### *Community engagement: Student Affairs*

The SSB continues to offer services to the Metlife-Raucall School. During 2006, 434 Grade 7 learners were tested for access to the School, and career-guidance testing and counselling were done for 69 Grade 12 learners.

#### *Thusanani Workplace Readiness Programme*

This programme, which is aimed at graduates who have not found jobs yet, once again proved successful with more than 80% placements within three months after the completion of the project. The project is done in collaboration with Stanley Hutchinson & Associates, Deloitte and the FASSET SETA.

#### *Summary*

The following table is a summary of the services offered and statistical evidence of the services rendered by the SSB.

**Table 8: A statistical reflection of SSB services offered in 2006**

<b>Counselling</b>	Therapy and individual counselling sessions (per 1-hour session)	6812
	Written reports to faculties	1237
	Group sessions and orientation sessions for first-year students	221
	Clinic hours (HIV counselling)	180
<b>Psychological Assessments</b>	Prospective and enrolled students (per candidate)	2909
<b>People with Disabilities</b>	Year 2004 = 112 / Year 2005 = 156	202

## **Academic Support Unit and Learning Centre**

These two centres were still functioning separately in 2006. The Renewal and Integration Process to consolidate these academic support units into one Academic Development and Support Unit in 2007, did, however, make significant progress.

The Academic Support Unit offered foundation programmes to students registered mainly for the former technikon programmes in 2006. Foundation students were issued with progress reports every term. At-risk students were identified during marks-review meetings and intervention strategies were initiated accordingly where needed. The Skills for Success Course was also offered with great success to many foundation students.

The Learning Centre is responsible for the coordination of extended/foundation programmes at the Kingsway, East Rand and Soweto campuses and rendered academic support services to approximately 1000 students in 2006. Foundational language and literacy modules, as well as foundational academic skills modules (Mastering Academic and Professional Skills), were offered.

The following matters of significance in academic development and support require special mention:

- Diploma- and degree-focused foundation programmes were redesigned into extended degree programmes for approval by the DoE and possible implementation in 2007.
- The DoE was approached for foundational provisioning funding for the triennium 2007/2008 to 2009/2010. An amount of R46 827 000 was allocated to the University for the funding of 32 extended programmes for this triennium.
- A progress report was submitted to the DoE on the utilisation of the 2005 science, engineering and technology funding.
- The foundation programme in Law was redesigned to make provision for Language for Law as a fundamental module.
- Seminars on access programmes were offered to employees.
- A well-established tutoring system across five campuses was sustained. The annual impact study to assess the outcome of this system was also conducted, yielding positive results.
- Language development and enrichment remain a high priority. Five foundational literacy modules were offered.
- A writing centre provides individual consultations to students on academic writing matters.
- Language support services were rendered to international students.
- Academic Skills Development included not only the module on Mastering Academic and Professional Skills, but also the development of study skills, such as reading, a computerised reading development course, integrated academic skills courses and faculty/discipline-specific workshops to students.
- Project Mpumulelo was initiated to focus on the retention of students at institutional level, to create awareness that retention and throughput are the responsibility of all concerned and to develop an integrated retention and throughput model for the University.

## **Cooperative Education Unit (CPU)**

The Cooperative Education Unit still functioned as a former technikon unit in 2006. The Renewal and Integration Process had, however, attended to the consolidation of the support systems related to work-integrated learning in 2006. This consolidation is due to be finalised in May 2007. Many activities were aimed at ensuring quality in work-integrated learning and increasing student throughput for 2006. A number of external contacts – national and international – focused on partnership creation and branding of the University. The following were matters of note:

- The Unit had 350 company contacts in 2006.
- Mrs S Taylor, Head of the Unit, was re-elected as EXCO member of the Southern African Society for Cooperative Education for 2006 to 2008.
- The Unit served as the UJ's link to the national ASGISA/JIPSA project. (ASGISA: Accelerated and Shared Growth Initiative for South Africa; JIPSA: Joint Initiative on Priority Skills Acquisition.)
- The Unit has contact with the following SETAs: MQA (Mining and Minerals), CHIETA (Chemical Industries), MERSETA (Manufacturing Engineering), FoodBev (Food and Beverages), H&W (Health and Welfare), ESETA (Energy Sector) and CETA (Construction).
- The Unit served as mentor for four new experiential learning coordinators in the various academic departments.

- Various international contacts were made and meetings arranged to introduce them to relevant UJ stakeholders in Engineering and IT.
- The first edition of the *Engineers' Technical Handbook* that the Unit had been assisting with was distributed free of charge to all final-year Engineering students nationally.
- Mrs Taylor serves as a peer reviewer for the *Asia Pacific Journal of Cooperative Education* (New Zealand).

### **THIRD-STREAM INCOME GENERATION**

The University of Johannesburg has three main sources of third-stream income generation from its academic activities: commercialisation of its intellectual property, the provision of non-subsidised programmes ("short courses" or "extra-curricular programmes") and consultation services.

A company, Photovoltaic Technology Intellectual Property Company (PTIP), was established in 2005 to serve as the business vehicle for the commercial exploitation of the photovoltaic technology invented by Prof Vivian Alberts of the Department of Physics. This company owns the patented intellectual property and its shareholding is exclusively in the hands of the University and of Prof Alberts. PTIP, through its directors, continued to manage the international licence it had negotiated with a German firm in 2005. It has begun to negotiate for a second international licence, as well as for a South African one. The commercial potential of this patented intellectual property is huge and the University stands to gain substantially from licensing fees and royalty payments. Unfortunately, the University was also embroiled in disputes with the Innovation Fund, which provided initial funding for the research project to determine the commercial viability of the invention, and with the University of Pretoria and the Nelson Mandela Metropolitan University (academics from these universities partnered Prof Alberts in the initial exploratory research). These disputes revolve around the question of the extent to which the Fund and the two universities can claim participation in the commercial benefits accruing from the commercialisation of the photovoltaic technology. The University, through its Chair of Council, secured a settlement with the Innovation Fund late last year, but the dispute with UP and NMMU remains unresolved.

The Office for Intellectual Property is responsible for the management of all intellectual property of the University and for providing assistance to academics and faculties who seek to explore the commercial potential of their intellectual property.

Most faculties continued to present a range of non-subsidised programmes in 2006. Such programmes serve to provide knowledge and skills enhancement opportunities for professionals in the workplace. They also enable individual academics to earn additional income and academic departments and faculties to generate income for their academic activities. An institutional framework for the University to regulate both the financial and human resource dimensions of such activities began to be developed in 2006 and should be finalised by mid-2007.

Many academics also provided consultation services to external parties in 2006. As in the case of the non-subsidised programmes, such consultation services enable individual academics to earn additional income and for the academic departments to generate income. At the same time, academics and departments can enhance their reputation in business and industry.

### **RESEARCH MANAGEMENT AND SUPPORT**

The importance of research as a primary indicator of the academic standing of a university means that the establishment of a management and support regime for the optimal promotion of research activities is a matter of extreme importance. Such a regime was established in 2006 with the adoption of the Research Policy (based on an approved research strategy) and a Higher Degrees and Postgraduate Studies Policy, the establishment (and filling) of the position of Executive Director: Research and Innovation, the creation of the position of Deputy Vice-Chancellor (Research, Innovation and Advancement) in November 2006, and the strategic importance of research and research promotion emphasised by the Vice-Chancellor and his Executive Leadership Group. Two of the fruits of these initiatives were the creation and funding of a number of dedicated research centres in the faculties and the approval by Council of Vice-Chancellor's awards for research and innovation.

#### **Research centres**

Motivated by a strategic intervention of the Vice-Chancellor, the University Trust made an amount of R10 million available for the creation of research centres that would become operational in 2007.

This amount would be made available annually for the next couple of years, so that around 10 prestigious research centres would be up and running by 2010. The following research centres were approved in 2006, based on a multi-criterion decision-making instrument developed by the Executive Director: Research and Innovation:

- **Centre for Education Practice Research**

The Faculty of Education established a new research centre, namely the *Centre for Education Practice Research (CEPR)*. The CEPR houses a number of projects, focused on investigating the practice of education. The many projects of this Centre are co-funded by the NRF, SANPAD, JET Education Services and UNESCO.

- **Centre for the Study of Culture and Language in Africa**

The Faculty of Humanities established this research centre in 2006. The centre will focus on the development, support, coordination, optimisation and dissemination of research into all aspects of culture in Africa, the development of relevant academic programmes, as well as the pursuit and establishment of strategic local, national and international research partnerships.

- **Centre for Communication Research**

This research centre is housed in the Department of Communication within the Faculty of Humanities. Its mission is to initiate cutting-edge partnership research into the manifestation of communication as social phenomenon through appropriate methodologies.

- **Centre for Small and Medium Enterprise Development (situated on the Soweto Campus)**

This research centre is housed within the Faculty of Management. The strategic intent of this centre is to become an internationally recognised centre of excellence in sourcing, developing, initiating and implementing innovative entrepreneurial community outreach programmes for Soweto, the greater Johannesburg area, the Gauteng province, as well as South and Southern Africa.

### Research output: publications

In terms of research output and contribution to overall knowledge enhancement in South Africa, the University's officially measured research output for 2005 (measured in 2006), namely 325.99 units, placed it eighth overall among higher education institutions. In 2006, the DoE invited submissions for retrospective claims against a newly extended list of approved journals not previously accredited. This meant a significant increase in publication outputs for 2004 as measured against 2003 (from 293.15 units to 387.05 units). If one discounts the dramatic increase in research output for 2004, because of the provision for historically accumulated claims, it is clear that the 2005 output (325.99 units) represents an 11% increase over the 2003 output (293.15 units). The provisional research output for 2006 (subject to internal and external auditing) is tabled below. If all the units are correctly calculated, the publication output could be approximately 445 units – but hopefully not less than 400 units.

**Table 9: Publication output 2006** (Subject to outcome of audit process)

Faculty	Articles	Books	Chapters	Proceedings
Education	11.66	1.00	1.00	11.34
FADA	7.00	–	2.00	1.00
FEBE	22.33	–	–	20.17
FEFS	10.83	1.00	–	2.00
Health	29.61	–	–	1.80
Humanities	101.02	2.00	11.50	2.00
Law	44.50	1.00	–	–
Management	52.16	–	–	14.25
Sciences	78.20	2.50	–	12.09
Non-faculty	1.83	–	–	–
<b>TOTAL</b>	<b>359.14</b>	<b>7.50</b>	<b>14.50</b>	<b>64.65</b>

Given the uncertainties brought about by the merger, this is a substantial increase. It is, however, the University's stated aim to become known as a research-intensive institution, which means that it would need to double its research output in the next five years. Clearly, therefore, a quantum shift in thinking about research management and support and about the primacy of research among academics is required if the University wishes to compete with the top four or five research institutions in the next five years or so.

### Postgraduate and postdoctoral research

A uniform Postgraduate Bursary Framework was finalised and approved by Senate in 2006, and a financial model established to allow modelling and refinement of various related parameters such as the number of bursars, the per capita amount and the allocations per faculty. An increased postgraduate bursary budget was also negotiated, which allows for a 25% increase in the average bursary amount in 2007.

In 2006 there was also a pleasing increase in the number of postdoctoral fellows working at UJ, this increase being affected by a combination of strategic emphasis on such recruitment and the implementation of a streamlined appointment and funding procedure.

### Commercialisation of intellectual property

The Office for Intellectual Property is responsible for the protection of intellectual property generated through research and for the management of such intellectual property to the stage of commercialisation. The exploitation of patents is an area where much still needs to be done. Many provisional patents are registered annually, but very few are ever registered as full patents.

Considerable progress was also made in 2006 in conceptualising how the management of intellectual property and its commercialisation ought to be integrated into the University's decision-making structures. A draft strategy document and an accompanying set of policy statements were prepared in 2006 for finalisation and implementation in 2007. The purpose of the policy documents is to provide the financial, infrastructural and human resource support necessary to exploit such patents fully.

Two Innovation Fund Projects were funded during 2006: the Photovoltaic Project of Prof Vivian Alberts and another project of Prof Ben-Erik van Wyk on indigenous knowledge systems and medicinal plants. Prof Alberts's development of new and improved photovoltaic technology has resulted in the hugely successful commercial exploitation of this invention (mentioned above under Third-Stream Income Generation). In 2006, this was managed through a commercial company of which Prof Alberts and the University are the sole shareholders. All indications point to a multi-million rand venture. Given the enormous financial potential of the project, it is not unsurprising that the institution had to deal with a number of problems that flowed from the development of the technology and from its exploitation.

### Rated researchers

As shown in Table 10, there was a modest increase in the number of rated researchers in 2006, despite the departure of a small number of rated researchers from the UJ in 2006.

**Table 10: NRF-rated researchers at UJ**

Year	RATINGS						Total
	A	B	C	P	Y	L	
2004	2	10	39	1	8		60
2005	2	11	37		10	1	61
2006	2	12	44		8	2	68

### Research funding

#### a) External funding

There are essentially two sources of external funding for research projects: on the one hand, state-sponsored and privately sponsored funding by foreign foundations, and, on the other, contract research for industry. The state-sponsored research funding is reflected in the next table.



**Table 11: State-sponsored research funding 2002-2006**

<b>Agency Funds</b>	<b>2002 R000</b>	<b>2003 R000</b>	<b>2004 R000</b>	<b>2005 R000</b>	<b>2006 R000</b>
NRF Focus Area Projects	5 327	5 060	3 203	2 982	3 059
NRF THRIP	2 258	2 776	2 200	189	432
NRF Thuthuka Programme	0	200	402	1 025	1 603
NRF IRDP				618	1 604
NRF Innovation Fund	0	2 462	5 400	1 000	6 400
NRF International Grants				260	2 435
MRC / WRC / Eskom	560	198		253	1 542
Other / NLC and Equipment				817	8 111
<b>TOTAL</b>	<b>R8 145</b>	<b>R10 695</b>	<b>R11 268</b>	<b>R7 144</b>	<b>R25 186</b>

THRIP: Technology and Human Resources for Industry Programme

IRDP: Institutional Research Development Programme

MRC: Medical Research Council

WRC: Water Research Commission

NLC: National Laser Centre

The improved efficiency brought about by central coordination of research introduced in 2002 continued and this is evident from the improvement of Government-sponsored research since then.

#### **b) Privately-sponsored research funding**

Private sponsorship of research, particularly the big corporate sponsorships and sponsorships from international donors and universities, is a large source of funding for research at the UJ. It is very difficult, however, to provide an estimate of the extent of the funding in any given year. This is because the projects that are funded run over many years and involve a large number of researchers and postgraduate assistants, and because some of the sponsorship are in kind rather than in cash. Furthermore, many of the research projects involve collaboration with researchers from outside the UJ and, in addition, a proper system for coordinated and centralised reporting of contract research funding is not yet in place. New contracts to the value of R6 840 000 were signed during 2006.

#### **c) Internal funding**

There are four sources of internal funding of research: the Central Research Fund, Faculty research funds, individual researcher funds and bursaries for postgraduate and postdoctoral research.

##### **• Central Research Fund**

Central Research funds were used to fund the institutional contribution of the Thuthuka and Institutional Research Development programmes, as well as the International Science Liaison grant of the NRF. The balance of the funds was allocated to the faculties and to strategic projects.

##### **• Faculty research funds**

Faculties manage their research funds in different ways. Most have one or more central funds (a Dean's Fund, a Research Fund, Research Trust Funds and a Special Projects Fund). Out of these funds allocations are made to individual researchers by the Faculty Research Committee. The amount of funding available in these funds also differs widely between faculties.

##### **• Individual researcher funds**

Each individual academic has an own research fund. These funds are funded out of subsidy income generated by the individual researcher as a result of the publication of research results in accredited journals and other accredited publications. The percentage of the subsidy income allocated to the individual researcher depends on faculty-specific policies and therefore differs from faculty to faculty.

The funds are utilised by the individual researchers for research-related activities and may only be withdrawn with the approval of the executive deans.

- *Bursaries for postgraduate and postdoctoral research*

The University also funds postgraduate bursaries for master's, doctoral and postdoctoral student support. The amount spent increases annually as the number of postgraduates increases.

These figures show the increase in real terms of the financial support given to research and the University's commitment to research.

# **REPORT ON STUDENT AFFAIRS**

## **PRO VICE-CHANCELLOR**

### **INTRODUCTION**

It is regrettable that the beginning of the academic year was marred by student protests in February. These protests, which were initiated by the SA Students' Congress (SASCO), were largely aimed at student fee increases and a perceived lack of legitimacy on the part of the central SRC. Because of the threats to person and property posed by the protests, it was necessary to obtain an interdict against SASCO. The institution was able to bring the unrest to an end at relatively little reputational and resource costs.

The Student Affairs Divisions of the former TWR and RAU were not able to achieve substantive merging in 2006. As in the case of the Academic Support and Development Divisions, this was largely due to the institution's inability to make a senior executive appointment for Student Affairs. The SRC and other student organisations consequently functioned largely in a regulatory vacuum, until the approval, in July 2006, of the SRC Constitution and of an Electoral Policy (see below).

The Student Affairs Division on the Kingsway Campus had to deal with a number of incidents in 2006 related to alcohol abuse among students, and an inquiry into the continued provision of alcohol on this Campus was launched. The findings should lead to improved strategies to combat this social evil.

### **Student Representative Council**

The development of the UJ SRC Constitution continued and, after extensive consultative meetings, the draft was finally submitted to the Council for approval in July 2006. This document ushered in the election of the first UJ (central) SRC in September 2006. The Electoral Institute of Southern Africa facilitated and monitored the entire electoral process. Four Campus SRCs were constituted immediately after the elections, except on the Bunting Road Campus because of protracted objections and appeals from SASCO. This Campus SRC was only constituted on 23 January 2007. Student leaders' commitment and willingness to compromise in the final phase of this process should be commended, and the difficulties experienced signalled the need for amendments to the Constitution and Electoral Policy, which will be submitted to Council in 2007.

### **Societies**

The societies of the different campuses were administered and controlled in an effective manner. On the East Rand and Soweto campuses, where organisational and physical structures were formerly lacking, offices were organised, computers were made available, training was provided and budgets were controlled. On the Kingsway Campus, 2006 was the second year in which a staff member was responsible for the general coordination and organisation of societies, with the positive result that the total number of students who registered as members of societies almost doubled. Student Affairs also organised a number of projects for all societies such as a welcoming breakfast at the beginning of the year, a societies' week, a training camp, a societies' sports day and a women's day.

### **Rag Committee**

A start was made to establish Rag committees on the East Rand and Soweto campuses. Although these committees undertook some fund-raising and community service projects, they were of limited scope and number. The main efforts of this nature were driven by the Rag Committee on the Kingsway Campus (due to many years of experience and a solid support system). Some of their achievements were training and guidance of the Rag committees on the other campuses, drafting a manual for Rag operations, organising the first Miss UJ pageant, managing the Rag Week (fund-raising events) and community service projects (including the distribution of tinned food to the value of R375 000), collecting and distributing second-hand clothing, and assisting ten soup kitchens and other charity organisations. The annual Rag is therefore still an event mainly conducted by the students on the Kingsway Campus.

## **Student media**

At the end of 2005, the University radio station eventually acquired an FM broadcast licence and went on air in March 2006. Since then, dedicated student volunteers have been working each day of the year for all hours of the day to provide continuous broadcasts. Given that the radio station only started operating in March, and that the radio station members are students (with the exception of one staff member from Student Affairs), it has performed relatively well judging by the radio audience measurement survey figures, website hits and income generated. Much remains to be done, however, with regard to utilising the radio station as a medium to propagate the vision and values of the University. The Kingsway Campus newspaper appeared regularly and was of high quality.

## **Residences and day-houses**

Training of house committees for residences on the Doornfontein and Bunting Road campuses took place in April 2006. The Dean of Student Affairs detected certain financial anomalies in the management of the residences at the Doornfontein Campus towards the end of 2006, and the results of a subsequent internal forensic audit of the Student Housing Department will be made known in 2007.

On the Kingsway Campus, the student leaders in the house committees of the 13 residences and day-houses were of exceptional quality, which resulted in the effective management of students and student activities. There are a large number of these activities in the areas of culture (first-year students' concert, song festival, serenade, drama festival), sports (athletics, cricket, football, hockey, netball, rugby, tennis, squash, swimming, volleyball), community service, leadership development and academic support. The critical programme for the induction of first-year students in the various residences and day-houses went very well in 2006.

## **Student affairs alignment workshops and strategic discussions**

The University used the services of a consultant, Dr Octavia Mkhabela, to assist it in creating an alignment between the former RAU and TWR Student Affairs Divisions. Dr Mkhabela also assisted the SRC in developing a Constitution and submitted a report to the MEC for consideration.

The MEC and SRC met on two occasions in 2006, in May and August, to foster effective communication between them and to discuss issues of mutual concern in organised student life.

## **Statement on student participation**

As stated in the Chair of Council's Report (fourth-last paragraph), the SRC was represented on all of the University's important decision-making and advisory bodies, as well as relevant Academic Administration committees such as the Timetable Committee, Orientation Programme Committee for undergraduate first-years, etc.

## REVIEW OF CENTRAL AND ACADEMIC ADMINISTRATION

### REGISTRAR: ACADEMIC

The Registrar: Academic took office on 1 July 2006. Central Administration comprises the functions of committee administration (of all committees constituted in accordance with the Standard Institutional Statute), contract management, postal services and corporate governance. The Academic Administration Division is responsible for the academic life cycle of students from application for admission to graduation. Since it was not possible to complete the consolidation of the merger in 2006, functioning in the interim was managed in a hybrid approach to the centralised academic administration of the former TWR and the decentralised faculty academic administration of the former RAU. Meanwhile, strategies to standardise the process of academic administration across the five campuses were developed. Central and Academic Administration focused on the following in 2006:

- **Conversion of the Integrated Tertiary Software (ITS) Version 11 to Version 13**

A project management process was followed with the incorporation of significant internal risk-management strategies to enable a smooth transfer. The project steering committee consisted of Central and Faculty Academic Administration employees, representatives of the Student Finance and Information Technology Divisions, the academic Head of Information Technology, ITS consultants and a member of both the internal and external auditors. An external audit of the data conversion yielded a very positive report. The project dates were met and the system went live in November as planned.

- **Corporate governance (see also the Registrar's Report on Corporate Governance on page 59)**

Central and Academic Administration focused on the consolidation of the merger by developing many UJ policies and business rules on academic administration. A concerted effort was made to improve the quality of student data, to reduce the error rates in this regard and to update and verify the academic structure in accordance with the amended UJ programme qualification mix submitted by the DoE. Many special meetings (e.g. Senate, Faculty Board and Institutional Forum) had to be organised to deal with the election of representatives on selection committees, to give advice on the appointment of executive managers and to consider academic-related policies and regulations. The following committees within Central and Academic Administration were unified and formalised by means of approved charters:

- ~ Central and Academic Administration Executive Committee
- ~ Academic Administration Committee
- ~ Registration Committee
- ~ Timetable Committee
- ~ Graduation Committee.

- **Renewal and integration**

This process, facilitated by a contracted service provider, was initiated in November 2006 (to be concluded in May 2007), focusing on the following:

- ~ Developing a conceptual operating model for Central and Academic Administration.
- ~ Developing and approving guiding principles and the subsequent strategy to support the operating model.
- ~ Drafting a comprehensive description of each enabling process in Central and Academic Administration, including the envisaged outcome and quality measures for each process.
- ~ Developing and approving the organisational structure (including the faculty academic administration structure).
- ~ Conducting a gap analysis and developing a subsequent quality-improvement plan.

- **Electronic timetable**

The development of an electronic lecturing and examination timetable (Abacus software) progressed well, but the timetable could unfortunately not be implemented because of the nature, scope and complexity of the programme offerings and the inadequate seating capacity on three campuses.

## **REPORT ON MARKETING AND COMMUNICATION**

### **DEPUTY VICE-CHANCELLOR: STRATEGIC INSTITUTIONAL PLANNING AND IMPLEMENTATION**

The Division of Marketing, Communication and Strategic Partnerships (MCSP) can once again report on a productive year, notwithstanding various constraints such as staff shortages in some areas. Furthermore, the consolidation of the MCSP during the renewal and integration process could not be concluded, mainly because of the dispersed location of various sections of staff over all five campuses. This problem in particular hampered the management of processes on account of time expended on travelling. Although the redesign process made extra demands on most staff, it did not detract from the MCSP's work output.

In view of the new initiatives envisaged for the Soweto Campus, public relations on this Campus became an exciting challenge and several proposals were received from various companies for promotions and/or partnership creation. A task team submitted a report and recommendations on the Campus Development Plan. Signs of future growth could be found in the intention of the Centre for Small and Medium Enterprise Development to begin offering different programmes by January 2007. In regional context, the Soweto Campus proved to be the ideal venue for the SADC Youth Summit in September, and its local community potential was promoted through encouraging regular visits by Grade 11 and 12 learners.

In the Communications Cluster, there was a strong focus on brand development. Events such as the Open Day and Craven Week served as ideal opportunities for promoting the UJ brand. The Brand Policy is nearing completion and the strategy should be implemented early in 2007.

In advertising, approximately 60 generic and 100 faculty-specific advertisements were planned and processed. Promoting brand awareness among students was a huge drive during the reporting year, and the correct use of the UJ corporate identity was communicated to the student body. While new information is prepared and disseminated, it is equally important that out-of-date information be removed from circulation, such as the retrieval of old information posters after changes in the UJ's vision and mission. This is inevitably a continuing process. Signage on pylons is progressing slowly because of financial constraints, but should nevertheless be finalised by April 2007.

A new staff guide in a durable folder was designed and issued to all staff, as well as other promotional material such as a can emblazoned with the 2007 calendar. Regular newsletters and external publications went according to plan, and the following publications were produced: marketing pamphlets, brochures and folders for Open Day, Alumni Newsletter and Dignitas Brochure, inauguration programme and Highlights 2005. About 30 sites were constructed on the Web for various departments and some 450 pages were added or edited. Circulars, VC bulletins and webmaster queries were also handled. A highlight at the Open Day was the panoramic video production that was shown to all visitors.

The Media Relations Department dealt with all press-related comments, as well as several controversial issues such as inadequate parking facilities, SASCO-led demonstrations, safety and security matters, and the fire in the Administration Building on the Doornfontein Campus, to name a few.

In the Strategic Partnerships Cluster, the Events Department was involved in many events across all the campuses. Some of these were the reception of first-year students and their parents, the official opening of the Kingsway pedestrian bridge, graduation ceremonies, the royal Bafokeng visit, awards function for Afrikaans, opening of the Arts Centre Coffee Shop, professorial inaugurations, Belarus signing ceremony, inauguration of the Chancellor and Vice-Chancellor, N P van Wyk Louw Memorial Lectures, the Top Achievers' lunch and the Helen Joseph Memorial Lecture. The Alumni Department in this cluster was involved in strategic planning, regional events, local consortium and the annual Dignitas Awards evening (honouring pre-eminent alumni). One hundred students qualified for the 10% discount on fees granted to the children of alumni, and 65 alumni themselves qualified for the R1000 discount granted on postgraduate fees. A total of R81 000 was awarded for bursaries.

The Marketing Cluster, in its turn, focused on areas such as relationship development, Open Day, schools outreach and information dissemination.

The MCSP on the whole had many outstanding achievements that are all in line with the University's strategic goals:

- a publication in the Communication Cluster garnered an award;
- the Marketing Cluster succeeded in recruiting an impressive number of students;
- the Strategic Partnerships Cluster was responsible for the successful administration of several high-profile events;
- the Alumni Department is at the forefront of developing new technology and bringing universities together under the Alumni banner.

The Division devotes itself to sustained relationship-building aimed at strengthening the UJ's strategic position both internally and externally, and it plays a crucially important role not only as "go-between" in liaison between the UJ's stakeholders and the institution's various publics, but also as a leader in marketing, communication and brand management. It remains constantly sensitive to its essential task of instilling a sense of institutional pride in all staff, students and other stakeholders.

## REVIEW OF COMMUNITY ENGAGEMENT

### PRO VICE-CHANCELLOR

#### Community Engagement Policy

The process to design a Community Engagement Policy for the University was begun in 2005 and has already yielded two seminal documents authored by Prof Thomas Auf der Heyde (Executive Director: Research and Innovation) and Ms Tanya Hall (Head of Community Engagement) respectively. In consultation with other colleagues who are involved in Community Engagement, these two documents have been integrated to form a preliminary position paper on Community Engagement in the UJ.

Prof Mavis Arthur of the Office for Institutional Effectiveness is currently assisting with the process of completing the policy by March 2007. Assistance has also been solicited from other University members such as Dr Jimmy Ellis (Director of Internationalisation) and Mr Naudé Malan (Department of Anthropology and Development Studies).

#### Community Engagement gala dinner

For the first time in this Division's history, a prestigious gala dinner was held to showcase the UJ's community engagement projects and partnerships. The event, which was organised under the banner *The University of Johannesburg: An Engaged University*, was presented at the School of Tourism and Hospitality in November. Both the Vice-Chancellor and Pro Vice-Chancellor officiated at the evening, and Mr Joe Lazarus, Director of Community-Higher Education-Service Partnerships, delivered the keynote address.

#### Community Engagement publication: An Engaged University

This publication was first distributed at the gala dinner and later also to other supporters and donors. Initially intended to reflect only the Division's projects and activities, the publication was eventually expanded to include community engagement activities from all UJ departments. As a synopsis of UJ activities in this field, *An Engaged University* was so well received that consideration is being given to developing it into a comprehensive report.

#### The Community Engagement website

The development of this website was begun early in the year and it was launched on the gala event date. The allocated address is [www.uj.ac.za/community](http://www.uj.ac.za/community).

#### National Community Engagement Practitioners' Network

The idea for this network arose from discussions with counterparts at other higher education institutions. All aspects of the positioning of community engagement in such institutions, the allocation of adequate resources and preparation for the 2009 Council on Higher Education (CHE) audit were considered, and the UJ's Community Engagement Office consequently proposed that a network be established. The concept was assessed at the first National Conference on Community Engagement hosted by the CHE in Cape Town in October 2006, and it was decided that the Community-Higher Education-Service Partnerships would supervise the establishment of the network during 2007.

#### Metropolitan-RAUCALL

The Metropolitan-RAU College for the Advancement of Learning and Leadership (RAUCALL) was established in 1992 as a crucial part of the former RAU's social responsibility programme. The only project of its kind, it sought to provide opportunities for selected high-school learners from disadvantaged communities with the potential to study at higher education institutions.

- The class of 2006 produced the best results since the establishment of the school. Not only did they uphold the 100% pass tradition, but they also achieved the highest number of distinctions ever – a total of 115. Of the 74 learners who took the examination, 72 (97.3%) obtained university exemption, which was also the highest number to date.



- Four learners were invited to the launch of the publication of the matric results at which the Gauteng Premier and MEC for Education were present. Three of these learners were among the top ten achievers from previously disadvantaged schools. Waheed Swales was the top coloured learner in Mathematics and Science in Gauteng. The Department and the University are extremely proud of these learners since they were the highest number from the same school at this award ceremony.

### **Carebique Project: Mozambique**

This Project in the Manica Province of Mozambique is aimed at providing community assistance in the fields of agriculture, sports development, economic skills training, arts and crafts, community upliftment skills and health care.

- Planning was initiated for the first international soccer tournament to be hosted in Johannesburg for the Manica soccer team. The visit and tournaments will take place in January/February 2007.
- The Project provided and delivered the gifts that were handed to guests at the Community Engagement gala dinner.
- One of the Project participants, who had lost a leg in a landmine explosion, attended the gala dinner. Moved by his plight, the UJ and other Project supporters assisted in providing him with a prosthesis. This was a major event in not only his life but also that of his village when he returned to Mozambique with the ability to walk again.
- The partnership between the UJ and the Carebique Upliftment Trust, established in 2000, has over the past six years facilitated a highly successful development programme. This partnership has now been strengthened by the addition of a third partner, the Grupo Desportivo de Manica (GDM), a long-established local non-profit association that enjoys unprecedented support from the Manica community. The unique blend of resources offered by this tripartite partnership provides enhanced capacity for addressing the needs of the community. Under the local umbrella of the GDM, the UJ's involvement can be optimised and should lead to new accomplishments in supporting initiatives such as a sports and recreational club, entrepreneurial development (barbershop and restaurant), a computer literacy school and an English school.
- During the reporting year, one volunteer spent four weeks while two others spent six months to assist in the further development of the Project.
- Planning for the formal erection of a Research Centre on land owned by the Project is under way and many academics have already promised their support. The Centre will grant academics and students the opportunity to conduct research in Mozambique in a safe environment where the groundwork has already been done and a relationship of trust has been established.

### **UJ-Group 5 Engineering Project**

This Project, in collaboration with Group 5 Ltd, is yielding excellent results in skilling engineers from the designated groups.

- Mr Mpho Nkgodi, the first graduate from this Project, is currently completing a master's degree on reinforced and prestressed concrete at the Centre des Hautes Etudes de la Construction in France. He was awarded a comprehensive scholarship from the French Embassy in SA and Ile-de-France in 2006. He will be returning to South Africa in 2007.
- Mr Nathi Nala, who acted as a guest speaker at the Community Engagement gala dinner, completed his degree in Mechanical Engineering this year and is currently in the permanent employ of Group 5.
- Ms Janeesha Boodia completed her second year in Civil Engineering with six distinctions (in each of her current subjects).
- Mr Muaaz Bhamjee passed his second year in Mechanical Engineering with five distinctions.

### **MoU with City Council**

The Division started negotiations with the Johannesburg City Council Region 4 Directorate about an MoU aimed at a major development project for areas surrounding the University.

### **Inter-university relationships**

Relationships were cemented in particular with the University of the Free State and Rhodes University, with mutual enrichment for all concerned in the field of community engagement.

## Integration of community engagement into the academia

Great strides have been made in collaboration with academics in integrating community engagement activities into curricula and exposing students, through a learning experience, to working with communities. The following initiatives were begun and some were completed:

- **Department of Fine Arts**

A team of third-year Graphic Design students designed the concept, logo and all correspondence material for the Leigh Matthews Stress and Trauma Centre. The team leader (student), Mr Andrew Brown, was given the opportunity to present the concept to an audience at the launch of the new logo in June 2006. The exercise proved valuable to the students and it was taken into account for their final results. The next exercise is aimed at developing a marketing plan and new logo for the Carebique Project.

- **Department of Communication**

Students from this Department will assist Region 4 City Council members with a skills audit as a research project in 2007. A graduate, Mr Michael Lukhele, was appointed on a short-term contract to assist in establishing the concept for the UJ-Region 4 Project (Brixton). This Project, which is to be renamed the UniverCity Project, is aimed at forming close ties with neighbouring communities and alleviating problems that are experienced. Several other projects under this banner are under way.

- **Department of Historical Studies and Tourism Development**

Prof Grietjie Verhoef, Head of this Department, immediately came on board when the opportunity arose for third-year students to do research in the historically, culturally and environmentally rich Region 4 area. Students will research these sites of value and the information will be recorded. The longer-term strategic plan is to launch a job-creation project under the umbrella of the UniverCity Project according to which these sites will be developed into tourist attractions.

- **Faculty of Education**

Undergraduate students were involved in a number of schools in Gauteng by acting as tutors, classroom assistants, school workshop facilitators, writing assistants and student advisors. In addition to this, TechnEd trained 230 teachers and supplied learning and teaching support material (LTSM) to many schools in South Africa. Sponsorships from Anglo Platinum, Bateman Africa, the Cement and Concrete Institute, Foschini and the Albert Wessels Trust were received to improve the quality of technology education within schools.

- **Faculty of Engineering and the Built Environment**

Technolab is an official community engagement programme targeting school learners to promote interest in and encourage understanding of engineering study.

- **Faculty of Law**

Four law clinics offer legal services to the communities in Alexandra, Germiston, Johannesburg and Kingsway campus. These law clinics are also utilised for service learning purposes to registered law students.

- **Faculty of Science**

Seven of the fourteen departments of the Faculty were actively involved in a diverse range of community outreach programmes in 2006. Three projects of the Department of Mathematics require special mention:

- ~ the UJ/City of Johannesburg initiative provides tuition in Mathematics to learners from coloured communities;
- ~ the UJ/Oracle Mathematics initiative provides learners from Soweto with tuition in Mathematics;
- ~ workshops for Mathematics educators provide guidance to educators on the new school curriculum, as well as on mathematics literacy.

These three projects serve several purposes; for example, the building of our own pool of prospective students in Science, and contributing to the enhancement of the mathematical skills and knowledge of the learners (and hence to the development and growth of science, engineering and technology).

Other less extensive but equally important programmes were the following:

- ~ The Department of Food Technology offered learnerships in baking to unemployed women who were recruited from Alexandra and Soweto. They were enabled to generate own income for their families by baking and selling products from home.

- ~ The Department of Botany is represented on the Presidential Task Team on the Institutionalisation of Traditional Medicine in collaboration with the Minister of Health, as well as the standardisation – for the South African Bureau of Standards – of aloe products for the aloe industry.
- ~ The Department of Zoology collaborated with the Post Office in the design of a series of postage stamps depicting the Origin of Humankind. The nature of the collaboration involved the design of the stamps, first-day envelope, canceller, miniature sheet, poster and compilation of an information sheet.

## STRATEGIC INSTITUTIONAL PLANNING REVIEW

### DEPUTY VICE-CHANCELLOR: STRATEGIC AND INSTITUTIONAL PLANNING AND IMPLEMENTATION

#### Strategic planning

The University constituted a task team in 2005 to initiate the process of strategic planning, and a preliminary SWOT analysis was undertaken. It should, however, be mentioned that strategic direction had already come from the development of vision, mission and value statements prior to the merger. Now, two years later, the stage has been reached where a strategic plan has been submitted to and accepted by the MEC and Council. Attention will therefore shift to the strategy management process.

#### Enrolment Plan and Institutional Operating Plan

Both the Enrolment Plan and the Institutional Operating Plan of the University were submitted on the due date to the DoE. The University has indicated – in both plans – that it intends to stabilise growth on the city campuses and to allow for further growth on the East Rand and Soweto campuses.

#### Optimising the offering of programmes across the different campuses

After having dealt with the legal and more structural fundamentals of the merger, the University invested a great deal of time in addressing what programmes in the consolidated PQM should be offered on which campuses. The outcome of this will also be used to determine the distribution of resources across the various campuses, and will in fact be the first phase of an extensive campus planning exercise for the future. A considerable amount of preparatory work was already done during 2006. An institutional task team is currently driving this particular planning process.

#### Office for Institutional Effectiveness (OIE)

Being responsible for compiling the UJ Institutional Audit Strategy, the OIE gathered information on how other universities approached their audits. Visits were paid to the CPUT, UCT and US, and relevant documents provided by the UFS, RU, Wits University and UP were studied.

The University embarked on a very ambitious and highly challenging programme review "journey", as part of the UJ Quality Plan (2005-2007), towards the end of 2005. This initiative was continued throughout 2006 and involved eight of the nine faculties. Several hundred learning programmes were thus exposed to the internal programme reviews, comprising the generation of formal programme self-evaluation portfolios, as well as site visits by internal and external programme panels.

Other noteworthy "products" forthcoming from the OIE while steering the implementation of the UJ Quality Plan are the development of the following:

- guidelines for online programme accreditation;
- a manual for conducting academic reviews (in departments, schools or faculties);
- a framework and manual for the self-evaluation and peer review of the service and support units.

The OIE also initiated a peer data-sharing pilot project with selected South African higher education institutions by developing software to facilitate HEMIS data sharing between institutions, and to represent the results in the form of a "dashboard" (a referential set of indicators). To date, nine of these institutions have shared their data as part of this project.

Three issues of the OIE publication *UJ Facts* were distributed in 2006, focusing on the following:

- performance in the 2005 Senior Certificate school examinations;
- a profile of the 2006 UJ first-year undergraduate students;
- the progress of the 2001 undergraduate cohort.

#### South Africa-Norway Tertiary Education Development (SANTED) Programme

In November 2005, SANTED invited the UJ, together with the NMMU, to submit a funding proposal for an in-depth investigation into the development of a qualifications structure and programme profile for

the newly formed comprehensive universities. One condition was that there should be some collaboration between the two institutions, and the two universities therefore decided to cooperate closely. A project proposal, and subsequently a business plan, for a fully integrated joint three-year project on *Establishing a Qualifications Structure and Programme Profile for the Nelson Mandela Metropolitan University and the University of Johannesburg as Comprehensive Universities* were submitted to the SANTED Directorate. The Norwegian Agency for Development Cooperation approved the business plan and the proposed budget in May 2006, and indicated that the Project could begin. The business plan provides for three focus areas to the Project with a task team, consisting of members of both universities, assigned to develop each one. The first area involves an investigation into qualifications structures and university typologies worldwide so that the two universities can position themselves in an informed way. The second involves the development of academic programme and curriculum design models, appropriate for the UJ (and the NMMU). The third focus area is to broaden access and improve retention.

The year 2006 was largely spent in setting up the necessary systems and structures to drive the Project. A Project Steering Committee (PSC) was set up, consisting of representatives of both universities with one from each as joint chairperson. The Chairperson for the UJ in 2006 was Prof Aubrey Redlinghuis. An internal PSC also functioned at the UJ. A Project Office was established with branches at the UJ and NMMU, each led by a project coordinator. Prof Jos Grobbelaar was assigned that responsibility at the UJ. The other staff members in the UJ Office were Prof Neels Fourie, seconded part time as Senior Researcher, while Ms Sharon Ramborosa was appointed as Project Administrator from 2007. For each of the focus areas, a joint task team was formed to do the investigations and prepare recommendations to the decision-making structures of the universities. The UJ chairpersons in 2006 were Prof Leila Patel (University Typologies and Qualification Structures), Prof Sarah Gravett (Curriculum Design and Programme Development) and Prof Neels Fourie (Access and Retention). A central Broad Academic Task Team (BATT) was established to coordinate the inputs of these task teams, chaired jointly by the Project Managers. Central to the Project are the case-study groups. Such a group will typically come from a department that offers a suite of programmes that is common to both universities and contains technikon as well as university programmes. The insights developed in such a case-study group into the qualification structure, curriculum model and articulation possibilities in a particular suite of programmes, covering related material, will inform the three task teams. Architecture and Human Resource Management, as well as Industrial Psychology, were identified as the first two such case studies. It is expected that at least two more case studies will be launched before the end of 2007 with at least another six in 2008 and a further six in 2009.

During the year under review, two workshops were held. In June, the Project was officially launched at a two-day workshop. The next workshop took place early in November, when the task teams were launched and received their briefs. A third workshop was planned for February 2007 to launch the first two case-study groups. At these workshops, a number of invited eminent scholars gave presentations, relevant to the Project, besides the Project-specific work done during breakaway sessions.

All UJ staff members who served on the various SANTED structures did so in addition to their normal workload and are thanked for their inputs. The members of the MEC and the Deans are thanked for their support without which the Project cannot succeed. It is well on track and there is good reason to believe that it will deliver on its promises.

## **Memorandum of Understanding between UJ and WITS**

The UJ and WITS University recently signed an MoU in which they agreed to:

- cooperate and collaborate in a meaningful and substantive way to advance and disseminate knowledge through scholarship;
- be responsive and relevant in terms of societal needs and challenges at local, regional and international levels;
- create synergies through cooperation and collaboration that will lead to mutually beneficial relationships, thus enhancing the effectiveness and impact of higher education in the Province and beyond.

## **REVIEW OF HUMAN RESOURCES**

### **DEPUTY VICE-CHANCELLOR: HUMAN RESOURCES AND OPERATIONS**

#### **Renewal and Integration Project**

The Accenture company was appointed as service providers for Phase 2 of the renewal and integration process that began on 1 August 2006. This process was designed to facilitate the substantive merger through the renewal and integration of the professional support functions within eleven specified support environments. By the end of 2006, Accenture was actively working in eight of the eleven specified environments, and new operating models had been developed for all these environments. This was facilitated through a co-design process in which all of these environments participated. Based on the new operating models, new organisational structures were proposed and the process of populating them was begun in the following environments: Operations, Marketing and Communication, Information Technology, Finance, and the Centre for International and Comparative Labour and Social Security Law.

The redesign of the remaining three environments (Student Affairs, Sport and Residences) started in November 2006. The Project is scheduled to be completed by the end of March 2007. However, while the Project is on track for completion by the deadline, there is some associated risk because of time lags and cyclical workloads in specific environments. Accenture is managing these possible risks by allocating more resources to the Project and working simultaneously in a greater number of environments.

#### **Employment Equity Report**

The University's overall employment equity workforce profile remained virtually unchanged between the 2005 and 2006 reporting periods. In the case of African, coloured and Indian men, there was a marginal decrease of four employees from 2005 to 2006. In the case of African, coloured and Indian women, there was a positive increase of 27 employees from 2005 to 2006. As percentages of the total permanent workforce, these differences are insignificant, however, amounting to less than a 1% change in both instances.

The slow pace of change over the period in question is primarily the result of two factors. The first of these is that a focus on the implementation of the merger meant that energy and resources which would otherwise have been applied to transformation initiatives were tied up elsewhere. The second factor is that the rate of natural employee turnover was relatively low (6%) over the period, leading to relatively few natural opportunities for transformation.

Formal employment equity targets were submitted to the Department of Labour. These targets have been set for the three-year period 1 September 2006 until 31 August 2009. The targets take active account of the opportunities created by a natural attrition rate projected at approximately 6% per annum.

The targets include 75% (113) of the 150 targeted positions to be filled over the next four years. Provision has been made to recruit 24 people with disabilities during the target period (included in overall targets).

The Employment Equity Strategy adopted by Council should have a direct impact on the future rate of transformation. This strategy entails that at least 75% of all vacant posts must be filled by black candidates.

In addition, 150 additional academic positions are to be created over a three-year period, all of which are to be filled with employment equity appointments.

The Employment Equity Report is attached as Annexure 3.

#### **Statement of employee participation**

Employees were able to participate in the important governance structures of the University (Council and the Institutional Forum) through elected representatives from among others the sufficiently representative trade unions.

A joint trade union and management Consultation and Problem-Solving Forum (CPSF) met on average once per month throughout the reporting period.

The CPSF addresses matters of mutual concern and interest (excluding matters of substance and financial import) that affect employees of the University, and it has proven to be a valuable and constructive forum.

In addition to the above, the trade unions are also represented on all selection committees for the appointment and promotion of employees.

During the course of 2006, a joint management/trade union task team was established to develop proposals on a future harmonised remuneration dispensation for the University. The work of this task team was still under way at the end of the reporting period, but substantial progress had already been made in interrogating various detailed proposals.

## REVIEW OF OPERATIONS

### DEPUTY VICE-CHANCELLOR: HUMAN RESOURCES AND OPERATIONS

During 2006, the activities of the Operations Division were performed by five distinct service-area units: Property Management Services; Protection Services; Grounds, Residences and Catering Services; Facilities and Logistics Management; and Physical Support Services. These services were provided on all five campuses as required.

#### Property Management Services

This Unit was responsible for all property matters, including the following:

- owning, acquiring and developing properties;
- alienation;
- land-use management;
- lease agreements.

Projects included the following:

- *Closure of Bunting Road at the Bunting Road Campus.* This project is scheduled for implementation towards the middle of 2007 and most of the initiation work was completed during 2006. This included the full process of lodging the application for the permanent closure with the City of Johannesburg and the preliminary design of all infrastructure requirements.
- *Transfer and consolidation of erven on the Bunting Road Campus.* Much work was done to expedite the transfer of the remainder of properties on this Campus to the UJ.
- *Consolidation of Doornfontein Campus.* As with the previous project, much work has been performed to accelerate this consolidation, but the process is yet to be completed by the State Attorney's office.
- *Barnato House.* Initiation work for the restoration project was undertaken by performing a structural engineering investigation, creating a project team to coordinate the project and investigating the requirements of the National Heritage Resources Act.
- *Demolition of buildings on both Kingsway and Bunting Road campuses.* Applications for the demolition of various derelict buildings were prepared and submitted to the City Council and the Heritage Association.
- *Acquisition of property.* Work for the acquisition of Portions 92 to 98, Braamfontein, was continued, but feedback from the City of Joburg Property Company (JPC) was still being awaited at the end of the reporting year. The contract for the acquisition of the Kingsway Campus Student Centre was finalised and the Centre became UJ property in early December 2006.
- *Orlando eKhaya Project.* The Project received constant attention and a development proposal was submitted and approved by the JPC.

#### Protection Services

During 2006, Protection Services operated as two different sections, and an external consultant was used to furnish advice on integration as well as possible shortcomings in the current security measures on all five campuses. The resulting report was accepted and its findings approved by the MEC for implementation during 2007.

This Division's areas of responsibility include:

- access control to all campuses;
- crime prevention and awareness;
- specialised security at residences and libraries;
- support-group services;
- management of control rooms;
- investigation of crime;
- traffic and parking management;
- emergency services.



Major activities included an independent audit performed by an external consultant, whose recommendations entailed the following:

- implementing a new UJ Protection Services structure under the control of a director;
- upgrading the existing electronic and high-technology security systems, as well as lighting;
- upgrading certain operating procedures;
- upgrading fencing systems;
- declaring all campuses alcohol-free areas;
- increasing the staff complement;
- declaring all campuses gun-free zones.

During the year under review, Protection Services expended much time and energy on crime prevention by means of visible security, social and situational crime prevention, access control, cooperation with the local SA Police Service and upgrading of lightning. With the completion of the pedestrian bridge across Kingsway, the visitors' kiosk was equipped with access control and closed-circuit television equipment. On both the East Rand and Soweto campuses, alarm systems were enhanced and panic alarm systems installed. On Bunting Road Campus, a new control room was provided and new alarm and closed-circuit television systems were installed. Doornfontein Campus received new access booms, as well as a range of new cameras in the library.

## **Grounds, Residences and Catering Services**

Being in transition during 2006, this Division had some of its areas of responsibility transferred during restructuring. In principle, the Division was responsible for all residences on the Kingsway Campus, whereas those on the Bunting Road and Doornfontein campuses were managed by the Division of Student Affairs. Grounds and sports fields, with the exception of those on Doornfontein Campus, fall within this Division's domain.

The Maintenance Section focused on renovations to Amper Daar and Kruinsig women's residences, and the electrical installations of the UJ Island, Amper Daar, Kruinsig, Bastion and Dromedaris were overhauled for full compliance with health and safety requirements. General paintwork and other routine maintenance tasks were performed on various residences and houses.

The management model of the UJ Island was investigated and recommendations on future management will be made in 2007.

In general, grounds and sports fields were well maintained, with irrigation systems receiving special attention. The A W E Mulder stadium embankments were rehabilitated.

## **Facilities and Logistics Management**

This Division managed the following environments on the various campuses:

- microcomputer laboratories;
- Media Section;
- Telecommunications Section;
- Printing and operations computer systems;
- Cleaning Services;
- Waste Management Services;
- Pest Control Services;
- Transport Services.

Work was undertaken in the microcomputer laboratories to ensure parity among the various campuses, and the focus was on providing support in such a manner that core business such as teaching was seldom interrupted. Time and labour were spent on ensuring that merger-related activities were completed on time.

The Telecommunications Section was fully merged and was managed by two heads of subdivisions. Initial work was done to merge all the different telephone number ranges on the various campuses into one new number range, a project that will be implemented during 2007.

Special effort was also put into the drafting of new cleaning-contract documentation and specifications.

A generic contract for all campuses was not feasible as each campus has diverse and site-specific requirements. A lawyers' firm was contracted to assist with the legal compliance of these contracts, and tenders will be issued in 2007.

An internal audit on all five campuses investigated waste management and recycling possibilities - work that will be completed in 2007 on the finalisation of various research projects performed by students of the UJ.

Regarding transport services, the Division investigated the various models of providing logistic, shuttle and vehicle-fleet services. A bus shuttle service was initiated between the various campuses and a detailed report on the pool-vehicle fleet and intercampus logistics services was tabled.

## **Physical Support Services**

The responsibilities of this Division entail:

- legal compliance of machinery and electrical installations;
- space management;
- computer-aided facilities management;
- maintenance of infrastructure;
- maintenance and upgrading of air-conditioning systems;
- construction of new buildings and other infrastructure facilities;
- utilities management.

Audit inspections were performed on the Bunting Road and Doornfontein campuses with reference to Occupational Health and Safety (OHS) Act and SANS 1545-1 (safety rules for lifts) requirements. Compliance projects included commissioning of electrical installations at various residences, the UJ Island and various fume-extraction fan systems on all campuses. The transformer earthing systems on all five campuses were inspected for compliance with SABS Code 0199.

On the Bunting Road Campus, a risk-assessment audit was carried out as defined by the ISA Guide 73 to establish the extent of damage that had occurred to the 11-kV installation, and the necessary repairs were carried out.

Maintenance management on all infrastructure was controlled through the Pragma call centre, which handled more than 19 000 job cards during 2006.

As part of the computer-aided facilities management program, a space-planning system (FM Desktop) was introduced for more effective space planning and control. Associated with this, a preventative maintenance program for critical assets will be implemented in 2007.

Some of the larger new plant and building projects initiated and completed during 2006 were the following:

- time-keeping facility at Kingsway stadium for completion in 2007;
- data-cabling contract for Bastion and Dromedaris men's residences;
- upgrading of electrical installations in residences;
- new Administration Building on Kingsway for completion in 2007;
- new VC's residence on Kingsway for completion in 2007;
- new student centre on Bunting Road for completion in 2007;
- repair and rehabilitation of Bunting Road Great Hall for completion in 2007;
- upgrading and rehabilitation of water systems and plumbing on Bunting Road;
- rehabilitation of the fire-damaged section of the Doornfontein Administration Building for completion in 2007;
- upgrading of Kingsway parking for completion in 2007;
- new laboratory for the Department of Biochemistry;
- initiation work for the Campus Master Development Plan;
- relocation of the HR Division to the B5 Building on Kingsway.

## CORPORATE GOVERNANCE REVIEW

### REGISTRAR: ACADEMIC

The University of Johannesburg is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as advocated in the King Report on Corporate Governance for South Africa 2002 (King II Report). Accordingly, Council endorses, and during 2006, has applied the Code of Corporate Practices and Conduct and the Code of Ethical Behaviour and Practice as set out in the King II Report. Council appointed PricewaterhouseCoopers as the external auditors. The annualised remuneration of executive managers is reflected in audited report.

### INSTITUTIONAL STATUTE

The Institutional Statute was drafted in 2006 and served at Council Exco, Senate and faculty boards, Institutional Forum, Student Representative Council, and the Problem-Solving and Consultative Forum (union representatives). Other internal stakeholders were also consulted and the draft was available on the University's Intranet. The final draft should serve at the June Council meeting in June 2007.

### COUNCIL

#### Membership status of Council

The membership status is reflected in Table 12. Ms K Nyoka was the new ministerial appointee. Prof I Burger (internal academic representative) replaced Prof M Muller who was appointed as Registrar: Academic on 1 July 2006. Two vacancies related to the category of broad spectrum of competencies (SIS, section 9(1)(i)) were filled in August and Judge F Malan was co-opted to serve on Council. The membership status is compliant with the Standard Institutional Statute with 60% external members. Council had five meetings during 2006, as well as a workshop that was held on 23 November 2006. The MEC gave feedback on the nature and quality of the University's core business. The Strategic Plan was also discussed and revised. The principles of corporate governance were also reaffirmed, followed by a self-assessment debate on the performance of Council (see also the Report of the Chair of Council).

**Table 12: Status of Council members on 31 December 2006**

SIS requirements (Section 9)	Member status	Term of office
Principal	Vice-Chancellor	1 April 2006
Vice-Principals (maximum two)	Prof D van der Merwe	1 January 2006
	Prof A Redlinghuis	1 July 2006
Five persons appointed by Minister (external members)	Ms M Keeton (4 yrs)	1 July 2005 - 30 June 2009 (resigned January 2007)
	Prof R Marcus (4 yrs)	1 July 2005 - 30 June 2009
	Mrs J Siwani (3 yrs)	1 July 2005 - 30 June 2008
	Ms K Nyoka (4 yrs)	1 August 2006 - 31 July 2009
	Vacant (resignation Adv D Mpofu)	
Two members of Senate	Prof T Auf der Heyde (3 yrs)	1 July 2005 - 30 June 2008
	Prof J Otto (2 yrs)	1 July 2005 - 30 June 2007
Two academic employees	Prof A Venter (2 yrs)	1 August 2005 - 31 July 2007
	Prof ME Muller (3 yrs)	1 August 2005 (appointed as Registrar 1 July 2006)
	Prof I Burger (3 yrs)	1 October 2006 - 30 Sept 2009
Two students – SRC	Mr X Fakude	1 September 2005 - 31 October 2006
	Mr M Maunatlala	1 November 2006 - 31 October 2007
	Mr G Molepo	1 November 2006 - 31 October 2007

Two non-academic employees	Prof I Broere (2 yrs)	1 August 2005 - 31 July 2007
	Mr J van Schoor (2 yrs)	1 August 2005 - 31 July 2007
Three members of Convocation (external members)	Adv C van Staden (3 yrs)	1 July 2005 - 30 June 2008
	Mr C Gebhardt (3 yrs)	1 July 2005 - 30 June 2008
	Ms T Coetzer (4 yrs)	1 July 2005 - 30 June 2009
Ten members (broad spectrum) (external members)	Ms A Botha (4 yrs)	1 July 2005 - 30 June 2009
	Prof H Davies (4 yrs)	1 July 2005 - 30 June 2009 (re-signed 31 December 2006)
	Mr J Dikgole ((3 yrs)	1 July 2005 - 30 June 2008
	Dr P Mjwara (4 yrs)	1 July 2005 - 30 June 2009
	Comm NJ Mxakato-Diseko	1 July 2005 - 30 June 2009
	Mr J Njeke (4 yrs)	1 July 2005 - 30 June 2009
	Dr W Rowland (3 yrs)	1 July 2005 - 30 June 2008
	Mr K Sibiya (3 yrs)	1 July 2005 - 30 June 2008
	Ms K Thoka (3 yrs)	1 August 2006 - 30 June 2008
	Mr D Jordaan (4 yrs)	1 August 2006 - 31 July 2010
Co-opted member (external)	Judge F Malan	1 August 2006
Registrar (Secretariat)	Prof M Muller	1 July 2006
MEC members with observer status	Mr A Higgs	1 July 2005
	Prof H Kriek	1 July 2006
	Prof A Parekh	1 October 2006

### Attendance of Council and Council committee meetings

Attendance has been satisfactory (unfortunately newly appointed external members found it difficult to align their diaries with the meeting dates for 2006).

**Table 13: Council attendance 2006** (\* = external members)

NAME	DATE OF MEETING				
	29/03/06	15/06/06	31/08/06	23/11/06	24/11/06
	Meeting	Meeting	Meeting (New date)	Workshop	Meeting
Prof R Marcus (Chair)*	✓	✓	✓	✓	✓
Prof T Auf der Heyde	✓	✓	✓	✓	✓
Ms A Botha*	✓	A	✓	✓	✓
Prof I Broere	(Recused)	✓	✓	✓	✓
Prof IC Burger	NM	NM	NM	✓	✓
Ms T Coetzer (Vice-Chair)*	✓	✓	✓	✓	✓
Prof EH Davies*	A	✓	A	A	A
Mr J Dikgole*	✓	A	✓	✓	✓
Mr X Fakude (SRC)	✓	✓	✓	Term expired	
Mr C Gebhardt*	✓	✓	✓	✓	✓
Mr D Jordaan*	NM	NM	A	✓	✓
Ms M Keeton*	✓	A	A	A	✓
Judge FR Malan*	NM	NM	A	A	A
Mr M Maunatlala (SRC)	NM	NM	NM	A	✓

NAME	DATE OF MEETING				
	29/03/06 Meeting	15/06/06 Meeting	31/08/06 Meeting (New date)	23/11/06 Workshop	24/11/06 Meeting
Mr G Molepo (SRC)	NM	NM	NM	A	✓
Dr P Mjwara*	A	A	✓	A	✓
Adv D Mpofu*	A	✓	Resigned		
Prof ME Muller	✓	✓	✓	✓	✓
Comm NJ Mxakato-Diseko*	✓	✓	✓	✓	✓
Mr JJ Njeke*	✓	✓	✓	A	A
Ms M Nyoka*	NM	NM	A	A	A
Prof JM Otto	A	✓	✓	A	A
Mr N Radebe (SRC)	✓	✓	✓	Term expired	
Prof A Redlinghuis	NM	A	✓	✓	✓
Dr IL Rensburg	✓	✓	✓	✓	✓
Dr W Rowland*	✓	✓	✓	✓	✓
Mr KB Sibiyi*	A	A	A	✓	A
Ms J Siwani*	✓	✓	✓	✓	✓
Ms K Thoka*	✓	✓	A	✓	✓
Prof D van der Merwe	✓	✓	✓	✓	✓
Mr JA van Schoor	✓	✓	✓	✓	✓
Adv CR van Staden*	✓	✓	A	✓	✓
Prof AJ Venter	✓	✓	✓	✓	A

✓ = Attended / A = Absent / NM = Not a member at the time of the meeting

### Council committees

Council committees are reflected in the Report of the Chair of Council. The charters of these committees were approved at the last Council meeting in November 2006 (attached as Annexures). These committees are all chaired by external Council members and the majority of their membership is external. External members of Council are highly skilled and engage issues with vigour. Mr Johnson (JJ) Nyeke, Chair of the Audit Committee, holds a BCom, BCompt (Hons), CA(SA) and a Higher Diploma Tax Law. He is the Managing Director of Kagiso Trust Investments (Pty) Limited. The Chair of the Finance Committee, Ms Trix Coetzer, is the Chief Operating Officer of Absa Corporate and Business Bank and she also holds CA(SA).

### REPORT FROM THE INSTITUTIONAL FORUM

The Institutional Forum (IF) functions in terms of section 31 of the Higher Education Act (101 of 1997) and Chapter 32 of the Standard Institutional Statute.

The acting Chair of the IF in 2006 was the Pro Vice-Chancellor, Prof Derek van der Merwe. The acting Deputy Chair was Prof Izak Broere, Executive Director: Centre for Technology Assisted Learning and an internal member of the UJ Council (representing non-academic employees).

The IF held a number of meetings in 2006. Many of them were extraordinary meetings to consider recommendations from selection committees on a number of senior management appointments in order to provide advice to Council on such recommended appointments. Meetings took place on the following dates:

- 27 March
- 10 May
- 22 May (advice on senior appointments only)
- 8 June (advice on senior appointments only)
- 26 July (advice on senior appointments only)
- 11 August (incorporating a workshop)
- 11 October
- 20 November
- 29 November
- 5 December

The following matters were discussed at these meetings:

1. Recommendations to Council on the following appointments:
  - Deputy Vice-Chancellor: Finance
  - Deputy Vice-Chancellor: Faculty Coordination
  - Deputy Vice-Chancellor: Academic Support and Development and Student Affairs
  - Registrar: Academic
  - Executive Dean: Faculty of Humanities
  - Executive Dean: Faculty of Management
  - Executive Dean: Faculty of Economic and Financial Sciences
  - Executive Dean: Faculty of Health Sciences
  - Executive Dean: Faculty of Education
  - Executive Dean: Faculty of Art, Design and Architecture
  - Executive Director: Operations
  - Executive Director: Student Affairs
  - Executive Director: Strategic Financial Management
  - Executive Director: Commercialisation
2. Recommendations to Council on the following policy documents:
  - Policy on People with Disabilities
  - Language Policy
3. Recommendations on the Renewal and Integration of Human Resources in the Academic Support Systems. The following matters were debated throughout the year by the IF:
  - role, functions, responsibilities and status of the IF;
  - the development of an IF charter;
  - membership and office-bearers of the IF.

Although the IF met often and made valuable inputs into the appointments process for senior managers, there was a pervasive sense of frustration among members of the IF that the Forum – and the institution – was struggling to determine a proper role and a proper status for the IF. A (successful) workshop on this topic was held in August and should produce positive results. Nevertheless, the IF struggles to attract a quorum to its meetings and also suffers from a constant fluctuation in members representing the various stakeholder groups.

## **REPORT FROM SENATE**

The Senate is accountable for ensuring academic excellence and thus regulating the core academic business (teaching, research and community engagement) of the University. The Vice-Chancellor and Principal is the Chair of Senate. The consolidation of the merger is also evident in the nature and scope of debate at Senate.

### **Senate membership**

Senate consists of the approximately 230 members, comprising the following (please note: many heads of academic departments are full professors also):

- Members of the MEC (N=6).
- The Registrar: Academic (appointed on 1 July 2006).
- Executive deans (N=9).

- Vice-deans (N=5).
- Executive directors (N=12).
- Full professors: permanent full-time employees (N=136).
- Heads of academic departments (N=95).
- Faculty representatives: one academic employee per faculty who is not normally a member of Senate and one non-academic employee (N=18).
- Selected academic support and development employees (additional members), appointed in accordance with the Standard Institutional Statute, section 23(1)(m) (N=8).

### **Senate committees**

Senate is assisted by the following committees in executing its functions:

- Senate Executive Committee (Senex) (with an Academic Timetable Committee and a Senex Academic Human Resource Committee as subcommittees of Senex).
- Academic Planning and Quality Committee.
- University Research Committee, as well as a subcommittee focusing on research funding.
- Higher Degrees Committee.
- Faculty boards.

Senate committee charters were developed and approved by Senate in 2006 (with the exception of the faculty boards that were approved in 2005). In addition to the above committees, task teams assisted with the development of the following Senate committees: Academic Ethics Committee, Language Committee and a Committee for Persons with Disabilities.

### **Matters of significance considered by Senate**

Senate held four scheduled meetings on 15 March, 31 May, 30 August and 25 October, as well as one special meeting on 21 September. Matters of significance considered by Senate in 2006 are summarised as follows:

- Vice-Chancellor's reports.
- UJ SRC Constitution and election policy.
- Reports from Senate committees.
- Ratification of master's candidates: field/title of dissertation/minor dissertation and supervisor[s].
- Approval of doctoral candidates' field/title of thesis and supervisor[s].
- One conversion of a master's qualification to a doctoral qualification (Faculty of Science).
- Approval of Senate discretionary admissions.
- 2005 Annual Report on HIV and AIDS.
- Election of Senate representatives on various Senate committees and Honorary Degrees Committee.
- Appointment of honorary, special and part-time professors in various faculties.
- Execution of the approved UJ Quality Plan (as a merged institution), with specific reference to a process of programme reviews conducted by all nine faculties, aiming at the configuration or consolidation of existing programmes to enable the generation of a UJ-specific PQM.
- Amendments to regulations related to existing academic programmes.
- The instatement of extended qualifications in accordance with the DoE's guidelines/regulations in this regard.
- Noting or approval of new non-subsidised academic programmes.
- A consolidated set of UJ Academic Regulations for 2007, as well as transitional arrangements.
- Several academic policies were approved:
  - ~ Language Policy
  - ~ Teaching and Learning Policy
  - ~ Policy for People with Disabilities
  - ~ Academic Code of Ethics
  - ~ Recognition of Prior Learning Policy
  - ~ Policy on Certification of Academic Qualifications
  - ~ Library and Information Centre Regulations
  - ~ Policy on Higher Degrees and Postgraduate Studies.
- Draft Institutional Statute.
- The charters of the following Senate committees were considered and approved:

- ~ Senex
- ~ Senex Academic Human Resource Committee
- ~ Academic Planning and Quality Committee
- ~ Higher Degrees Committee
- ~ Academic Ethics Committee
- ~ Language Committee
- ~ Committee for People with Disabilities
- The charters (or amendment of charters) of the following centres:
  - ~ Centre for the Study of Culture and Language in Africa
  - ~ Charter for the Centre for Small and Medium Enterprise Development.
  - ~ Centre for Banking, Business and Taxation Laws.
- Professorial categories.
- Policy and procedure for the appointment of vice-deans.
- Academic Agreement and Protocol: University Court of the University of St Andrews (Scotland) and UJ.
- Academic Calendar and Academic Timetable for 2007.

### **Statement on conflict management**

During the period under review, no material employment-related conflict was experienced at either the collective or the individual level. A small number of individual grievances in respect of various issues, as well as a small number of referrals to the CCMA challenging dismissals and non-renewal of fixed-term contracts, were lodged. The established institutional policies and mechanisms for conflict resolution dealt with such matters successfully.

Student conflict is managed by the relevant line managers (the Dean of Students at the Bunting Road and Doornfontein campuses, and the Director: Student Affairs at the Kingsway, East Rand and Soweto campuses). Conflict in the residences are managed by the house parents and, when applicable, referred to the line manager for further conflict resolution intervention. Student unrest was experienced during the first term of 2006 (see "Student unrest" in the report below).



## STATEMENT ON RISK MANAGEMENT

Consolidation of risk management after the merger has not yet been fully achieved with reference to the establishment of a University Risk Management Committee. The Audit Committee of Council is responsible for the monitoring of the University's risk management process. A risk management assessment workshop (to be facilitated by the internal auditors) has been planned for early 2007, as well as the development of the University's Risk Management Model and subsequent strategy. A Risk Management Committee will also be established in 2007.

### FINANCIAL RISK MANAGEMENT

The financial risks faced by the University include credit, market, trade and investment risks, as well as operational risks related to financial management.

**Credit risk** cannot be managed *ex ante* at the level of individual transactions and credit worthiness cannot be assessed during the registration of students. Credit risk is therefore managed *ex post* by means of effective debt collection, including the sensible application of the withholding of final summative assessment results and financial exclusions, as well as the utilisation of debt-collection attorneys.

**Market risk** consists of interest rate risk, liquidity risk, and trade and investment risk. Interest risk management does not take place actively because the interest-bearing obligations comprise mainly fixed interest rate obligations. Furthermore, the interest and capital obligations are subsidised. Liquidity risk management is largely inseparable from the core business activities and credit risk management. Owing to the sound operating capital ratio, this risk is currently not managed actively.

**Trade and investment risk** is managed by using external commercial asset managers who look after the respective investment portfolios. The managers' investment mandate is determined contractually and derivatives instruments may be utilised only within a specified limit as a hedging mechanism.

**Operational risk** is actively managed: the University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against the unauthorised acquisition, use or disposition of such assets. Internal auditors monitor the operation of the internal control systems and report findings and recommendations to the MEC and the Audit Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems when identified. Council, operating through its Audit Committee, provides oversight of the financial reporting process.

### NON-FINANCIAL RISK MANAGEMENT

The report on non-financial risk management relates to central and academic administration, copyright and copyright risk management, operations, event risk management, disaster risk management, health and wellness, occupational health risk management, student unrest and internal audits.

#### Information Technology

Because of market forces in the industry, the Information Technology Services are experiencing a shortage of staff resulting in many staff members continually working extended hours and overtime. This presents a serious risk to the continued functioning of the Department and the enterprise as a whole. The current economic growth has led to the escalation of remuneration for skilled information services to levels that make it very difficult to attract or retain quality staff at the current UJ remuneration. The severity of the current situation should not be underestimated and the curtailment of services will have to be considered as a way to reduce the workload.

#### Infrastructure risk

The delays in establishing a reliable operational environment for the computing infrastructure, and the lack of a disaster recovery capability, still present a very grave risk to the functioning of the enterprise.

#### Business continuity and disaster recovery

While measures to ensure business continuity at an operational level are in place, and redundant equipment is being sourced and sold, there is no overall business continuity and disaster recovery plan.

### *Business rules, business process and data-quality risk*

There are very strong causal relationships between business rules, business process and the quality of the resulting data. In many instances, the lack of formalised and standardised end-to-end business processes results in low-quality data that could have significant ramifications for the organisation's functioning and funding.

### *Software and systems risk*

The ITS student system, which uses an older version of the Oracle database that is no longer fully supported by the vendor, presents a risk in this domain.

### *Compliance risk*

The UJ currently has low levels of compliance with the legislative requirements of the Promotion of Access to Information Act or the Electronic Communications and Transactions Act.

## **Risk management: Central and Academic Administration**

The Central and Academic Administration Division of the University reported to the Pro Vice-Chancellor until the Registrar: Academic was appointed on 1 July 2006. The following academic administration risks and their management are highlighted:

- *Applications: Non-compliance with the legal and University-specific admission requirements.* A central Academic Administration Committee, consisting of the Registrar, Chief Director: Academic Administration, the heads of faculty administration, the Faculty Coordinator, Director: Student Finance, and other relevant stakeholders meet quarterly to discuss issues and risks. The University's Admission Policy and Business Rules on admission of students are emphasised and risks are mitigated accordingly. The principle of Senate discretionary admission is applied and approximately 60 students were provisionally granted admission as first-time entrants. The turnaround time for dealing with applications is inadequate. In particular, the applicants' second and third choices are not managed well across faculties. The establishment of a central Admissions Committee is therefore envisaged.
- *Registration of students:* A dual centralised and decentralised process is followed. Incorrect registration of students remains a risk. This risk is managed by a Registration Committee which ensures that the Business Rules are in place. Skills development sessions are held towards the end of the academic year to ensure compliance.
- *Statutory compliance of student documents upon registration:* The list of documents to be submitted by the student for scanning is checked by the respective heads of faculties. The electronic error list is generated and managed accordingly.
- *Management of registration fees during registration:* The financial policy in this regard is adhered to. However, there are still incidents of cash being accepted by administration staff. These contraventions are managed in accordance with the University's disciplinary process in this regard.
- *Summative assessment opportunities (tests and examinations):* The consolidation of the University Rules and Procedures was not finalised in 2006 – the separate institutional rules and guidelines were still in effect. This should not necessarily be viewed as detrimental, since the typing of test and examination papers, the safekeeping and copying, as well as the transport of these papers are executed according to the security rules and procedures in this regard. Invigilation during these summative assessment opportunities took place according to the different campus-specific guidelines. Security is intensified and provision is made for electricity failures during official examination periods.
- *Adjustment of marks:* The HEMIS Coordinator performs the systems test (10% test) where a mark has been changed by more than 9%. (HEMIS: Higher Education Management Information System.) The Faculty Coordinator in Central and Academic Administration is responsible for correction and mitigation management. When appropriate, the process of investigation (including forensic investigation) is initiated.
- *Validation of academic data:* The HEMIS Coordinator continually validates the reliability of student data on the academic structure. The 2% test on graduates is executed in accordance with the DoE's HEMIS rules in this regard.
- *Revised DoE directives:* The DoE's revised directives for external auditing of student, staff and academic programme data (May 2006) served at the Academic Administration Committee for noting and management. The content of the revised directives was also included in the Skills Development Programme for academic administration employees.

- *VALPAC (DoE validation software)*: The University complied with the external auditing requirements related to the above DoE revised directives regarding all the VALPAC files to be audited.
- *Certification of qualifications*: The University's policy and subsequent business rules in this regard are adhered to. An internal audit in 2006 revealed a zero error rate.
- *Academic timetable (lecture and examination timetable)*: A Timetable Committee deals with requests for the reallocation of venues. An electronic timetable (Abacus software) was initiated and its standardisation across all five campuses was investigated for implementation in 2007. Owing to seating capacity problems, the lecturing timetable (especially on Kingsway Campus) is inadequate and does not compare with best-practice benchmarks in the country.
- *Systems management ITS*: The business rules on access control are enforced. The changing of marks both by academic and by academic administration employees is managed by means of a process of authorisation. Contraventions are managed in accordance with the University's disciplinary process.
- *Graduations*: A Graduation Committee is responsible for the planning of graduation ceremonies. The risk management principles related to events management are also adhered to. Negative incidents are reported to the Registrar and mitigation strategies are deployed. The Graduation Committee reflects on the ceremonies and revises the procedures when applicable.
- *ITS conversion from Version 11 to Version 13*: See the Registrar's report on page 59.

### **Copyright and copyright risk management**

As mentioned under "Library and Information Services" in the Academic Review, the University signed a blanket licence agreement with the Dramatic Artistic and Literary Rights Organisation (DALRO). The following strategies were put in place to mitigate the risks:

- The appointment of a Senior Copyright Officer in 2006.
- DALRO compiled a set of guidelines for duplicating material under the agreement.
- Several workshops on these guidelines were conducted under the auspices of the University's Skills Development Division.
- The DALRO copyright rules and procedures were approved by Senate in 2005, including the reporting procedure.
- Guidelines on copyright reporting were developed and are accessible on the Library's web page.
- The Library has compiled a list of publishers who are not represented by DALRO and has distributed this list to academic employees.
- Copyright warnings are prominently displayed at all photocopying facilities in the Library.
- The Library's electronic databases have their own licences that govern reproduction.
- Training on referencing is included in the Library's information literacy and information management courses. A guide to referencing techniques is also available on the Library web page.
- The Centre for Technology Assisted Learning invested in the Turnitin software to assist with detecting plagiarism.

### **Risk management: Operations**

In the Operations Division, operational risk is actively managed by various methods and procedures for identifying and measuring risks, and for selecting and developing options for handling them. By ongoing assessment, monitoring and control, risk levels are determined and maintained at acceptable levels. The areas included in these risk management procedures are:

- budgetary and expenditure control;
- safety and security of staff, students and assets;
- financial, time and quality performance during the execution of projects;
- operational efficiency of physical facilities and infrastructure by scheduled condition surveys and planned maintenance;
- acquisition, disposal and upgrading of fixed assets;
- utilities usage (water, gas, sewer and electricity) and the optimal use and maintenance of such services with adequate standby systems.

The Division uses various internal controls to maintain the risk management procedures in order to assure effectiveness and efficiency of operations, a safe and secure campus environment, compliance with occupational health and safety requirements, and responsible space allocation and usage on all campuses. These internal controls include:

- detailed task and project planning with the development of scope statements to identify and analyse risks;
- regular task/project meetings and evaluation sessions to assess and evaluate risks with recommendations for corrective steps to address them;
- regular reporting to both the Operations Committee and the MEC with subsequent reporting to the relevant Council committees.

On most large capital expenditure projects, external monitoring and control are provided by professional consultants and external project/programme managers (see also the Review of Operations). The Occupational Risk Manager submits a quarterly report on safety risks and incidents to the line manager (Operations) and to the Health Advisory Committee for noting and awareness.

### **Event risk management**

The Events/Disaster Management Division of the City Council of Johannesburg oversees the risk planning of events in their region. The objective is to achieve comprehensive and inclusive auditing, mitigation or management of all disaster, health and safety, environmental and fire risks.

The University of Johannesburg, placed within the boundaries of Region B of the City Council, therefore submits in full to the relevant legislative framework and risk management practices prescribed by the City Council. In this regard, the UJ is the only university nationally that adheres to event risk management. The process involves the following steps:

- Six weeks prior to the event, the event organiser meets with the Occupational Health or the Safety Division and discusses the completion of the prescribed event checklist.
- The event organiser obtains supporting documents while the OHS divisions supply site plans, security arrangements and medical management plans or quotations based on information submitted.
- A presentation is made to the Joint Operations Centre of the Events Management Centre of the City Council in collaboration with the OHS divisions.
- Recommendations are implemented and final approval gained for the event to go ahead.

### **Disaster risk management**

A Disaster Management Committee has been instrumental in auditing and ranking disaster risks in the University. A proposal for the committee structure and templates for appointments have been prepared. A disaster room has been equipped and first-aiders are being trained continually. In addition to this, the University has a contract with Netcare 911 that delivers a service on campus during major and high-risk events. This service is also used when the UJ hosts major sporting events on site or off site.

### **Health and wellness**

A Health Advisory Committee coordinates health-related activities and advises the MEC on matters of concern. This Committee met quarterly in 2006. The following health and wellness committees are fully operational and meet at least quarterly:

- HIV and AIDS Committee
- Central Occupational Health, Safety and Environmental Committee
- Primary Healthcare Committee
- Wellness Committee

Campus health care services have been operational on Kingsway, Bunting Road, and Doornfontein for many years. These services were also initiated on the East Rand and Soweto campuses in 2006. The campus health nursing practitioners at Bunting Road and Doornfontein still reported to the Dean of Students during 2006, as was the case at the former TWR. The process of consolidation should be concluded after the renewal and integration process has been finalised in 2007. The Kingsway Campus clinic visits increased significantly from 1 820 in 2003, 3 164 in 2004 and 5 227 in 2005 to 8 286 in 2006. The Bunting Road and Doornfontein clinic visits remained fairly stable at approximately 3000 and 5000 respectively. The Soweto Campus clinic had approximately 1000 visits in 2006. East Rand Campus clinic visits are, however, very low (approximately 300 during 2006) due to the low student enrolment figure. The campus clinics render the following services:

- Voluntary counselling and testing (VCT).

- Treatment of pulmonary tuberculosis and monitoring of subsequent chronic treatment.
- Treatment of communicable diseases such as chickenpox, measles and mumps.
- Reproductive health care (including pregnancy tests) and treatment of sexually transmitted infections.
- Treatment of minor ailments.
- Emergency care.
- Preventative and promotive health care services, such as vaccinations (e.g. hepatitis A & B, meningitis, etc.).
- Travel health care (the Kingsway Campus clinic was registered as a travel health care clinic in 2006).

An employee wellness service provider (Independent Counselling and Advisory Services) was contracted in 2005, showing a significant increase of utilisation in 2006. In addition to this, the Vice-Chancellor initiated an executive wellness programme in 2006 for full implementation in 2007. In addition to this, the MEC approved a Wellness Programme, which *inter alia* includes an expanded executive resilience programme, for executive managers for implementation in 2007.

A permanent and full-time Institutional Officer for HIV and AIDS has been available since August 2006. A total of approximately 2000 VCTs were conducted of which approximately 35 reflected HIV-positive (a prevalence rate of 1.7 – which is low in comparison with that for the sector).

### **Occupational health risk management**

The Occupational Health Division conducted a hygiene survey where chemical, biological, physical and ergonomic stress factors for employees, students and visitors in the occupational environment were assessed. Acute, priority areas were addressed as a matter of urgency.

The health risk assessments of the Faculty of Science and the Faculty of Engineering and the Built Environment (i.e. the Doornfontein component of the Faculty) were completed in 2006. A subsequent risk management strategy was approved and executed, including intensive training of employees and students to mitigate the risks. Surveys, remedial action and medical surveillance followed. Proactive biological monitoring was performed on employees exposed to radioactive chemical, biological and physical risks. The impacts of the merger and redesign processes were taken into consideration in resilience auditing and building of executive managers. Research is conducted into the impacts on the employee complement as a whole. In addition to this, a baseline vaccination programme for all food handlers on campus, including contractors, was implemented. A total of 71 vaccines were administered in 2006. Skills development training on occupational health is offered via the Skills Development Programme of the University.

### **Student unrest**

Student unrest, under the leadership of SASCO, occurred during the first term in 2006. The cause appeared to be mainly a student's dissatisfaction with his being summonsed to appear at a disciplinary hearing following an attack on a UJ security guard, and an internal power struggle among the students. This resulted in an interdict being served on SASCO and the student. The SRC and the vast majority of students did not participate in the unrest. The SRC expressed support for the manner in which management had dealt with the situation. Council commended management and the SRC president, Mr Fakude, for the laudable way in which they had managed the situation.

### **Internal audits 2006**

The report of the internal auditors (Deloitte) was submitted to the Council Audit Committee. Internal audits on the following sections/divisions were conducted in 2006:

- Purchasing
- Processing of Accounts payable
- Processing disbursements
- Maintaining Supplier Master File
- Contract Management
- Stock Inventory Management Process
- Human Resources
- Payroll

- Staff Loans and Advances
- Leave
- Ad hoc – the Art Shop

The auditors assessed the adequacy and effectiveness of controls relating to these processes, ensuring that management control strategies are consistent with the activities and objectives. They made recommendations relating to the adequacy and effectiveness of controls. *Adequacy* is defined as determining whether sufficient controls are in place to provide reasonable assurance that objectives will be achieved, and *effectiveness* is defined as determining whether the system of internal control is functioning as intended. The auditors made the following key observations regarding the main causes of findings:

- A general lack of understanding of internal controls and systems by staff.
- In certain instances, a lack of controls or systems.
- Non-compliance with approved policies and procedures, and in certain instances a lack of policies and procedures.
- Implementation of the Oracle system without adequate training of users.
- Lack of re-engineering of processes to adjust previous manual business processes to the implemented enterprise resource planning system.

## **RISK MANAGEMENT STRATEGY 2007**

The University has decided to embark on a formal risk assessment, appraisal and management process during 2007. The purpose of this exercise is to formalise the risk management processes in the University. The risk assessment, appraisal and management process will involve all levels of staff and will take account of all types of risk in the University. The internal auditors will facilitate this process in 2007.



**MJN Njeke**  
**Chairperson**  
**Council Audit Committee**

## STATEMENT ON CODE OF ETHICS

The University takes its responsibilities seriously to promote ethical behaviour among its employees and students in all aspects of the University's functioning. The University is committed to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders, including Council members, managers, employees, students, customers, suppliers, competitors, donors and society at large. The University's procurement policy provides for good governance and ethical behaviour. Organisational integrity is sustained in accordance with the principles of corporate governance and subsequent Code of Corporate Practices and Conduct. Considerable progress has been made in consolidating the various dimensions related to ethics within the University.

### **Declaration on conflict of interest**

Members of Council, Council committees and the MEC declare before a meeting whether a conflict of interest exists (statement of zero conflict). This declaration is confirmed in writing and such records are retained by Committee Administration.

In addition to this, employees involved in academic administration also declare a conflict of interest with reference to any family member/next of kin or significant other who is registered for an academic programme in the University.

### **Oath of confidentiality**

If UJ employees apply for a post, the members of executive managers' selection committees sign an oath of confidentiality.

### **Rules of access to the Integrated Tertiary Software (ITS) system**

Employees (in Academic Administration) who have access to the ITS system and have declared a conflict of interest are required to sign an oath of integrity. Access to the ITS system is also regulated by means of business rules and authorised access via a user identification number and password. The user password must conform to a set of rules to mitigate risks. Refer also to the Report on Risk Management.

### **DALRO blanket copyright licence**

The DALRO Agreement mentioned earlier is regulated by means of a set of rules and the necessary skills development via the University's Skills Development programme. See also the Report on Risk Management.

### **Code of Academic and Research Ethics**

This Code, which was approved in 2006, is based on constitutional values, human rights and academic work, as well as the fundamental values of academic activity. The Code is aimed at guiding academic and research employees in:

- respecting the human dignity and the rights of all stakeholders;
- promoting shared ethical values and fulfilling all academic/research activities according to such values;
- upholding and promoting individual, group and institutional integrity when in the process of fulfilling their roles as managers, lectures, researchers, mentors and advisers;
- engendering trust in the institution and the practice of science;
- legitimising discussion of ethical issues;
- facilitating appropriate ethical decision-making.

Senate approved the charter for the Senate Committee on Academic Ethics, as well as the policy on postgraduate studies and higher degrees. The latter provides *inter alia* for adherence to the decisions of faculty-specific academic and research committees.

### **Code of Ethics for House Parents**

The former RAU Code is still being used and needs to be reviewed for the UJ. The Code is based on primary values such as accountability, social responsibility, participation, integrity, respect and excellence.

The intent of this Code is to create an awareness of ethical responsibility and to serve as a framework for ethical decision-making and behaviour. House parents also sign a Code of Integrity, focusing on the following dimensions:

- Relationships
- Leadership and management
- Financial management
- Behavioural boundaries of conduct
- Self-management

### **Security for information technology**

A code of conduct to protect the integrity and security of Internet and Intranet users is in place, including authorised access.

### **Students' code of conduct**

The draft UJ Regulations served at Senate in 2006, focusing on the following: general conduct, organised student activity, right of admission, access to information, substance abuse, theft and related transgression, damage to property, firearms and general operational activities. These regulations will be finalised in 2007, subject to approval of the incoming UJ SRC.

### **Leadership Charter**

A Leadership Charter was developed in 2005, focusing on the following:

- a preamble that reflects leadership commitment, expectations and challenges;
- a section that outlines what the leaders will do, with specific reference to the promotion of transformation, promotion of good governance, respect for one another, teamwork and loyalty;
- a section that specifies what the leaders will not do, with reference to the advancement of self-interest and contraventions of codes of conduct.

### **Sexual harassment**

The University's Sexual Harassment Policy was approved in 2005. It attempts to "guarantee equality and the right to equal protection under the law" by means of a formalised procedure for reporting, investigation, prohibition of retaliatory acts, confidentiality, charges and penalties.

### **Whistleblowing**

The development of a whistleblowing policy and scamstop hotline is being developed for approval in 2007. The Risk Management Committee will play an important role in the execution of this policy.



## REPORT ON SPORT

### DEPUTY VICE-CHANCELLOR: STRATEGIC AND INSTITUTIONAL PLANNING AND IMPLEMENTATION

The University provides quality, multilevelled sports participation opportunities to students, staff and communities through an innovative and integrated trend-setting programme. Participation is structured on a continuum that includes recreational, competitive as well as recreational sport. Approximately 7 130 students participate in sports – representing almost 17% of the student community of approximately 43 000 students.

This is also an indication of the broad basis of participation on which the club structure is built. Some clubs – like rugby and hockey – participate with up to 20 teams each in the various provincial leagues, while the athletics club entered nine teams in the South African Student Sports Union (SASSU) cross-country competition. Community engagement plays an important role in sports activities and quite a number of the sports clubs provide participation, coaching and competition opportunities to mini and junior participants, as well as to interested parties in our neighbouring communities. The respective sports clubs also provide competition for students in internal league structures in which all the campuses are involved.

#### Individual achievements

It was a year of outstanding individual achievements:

- Five UJ students, six sports club members, one coach and one staff member – a total of 13 UJ representatives – represented the UJ and South Africa at the Commonwealth Games in Melbourne in March 2006.
- An additional nine students represented South Africa at Senior World Championship events and another five at Junior World Championship events.
- Twenty students represented South Africa at Africa Championship (continental) events.
- A total of 47 therefore represented the UJ internationally.
- The UJ produced three captains and two vice-captains for the respective national women's hockey, cross-country, SA Sevens rugby and korfbal teams.

#### Team achievements

- The UJ athletics club won the SASSU cross-country championships, including the women's 3 x 2 km relay, 4 km and 8 km, as well as the men's 4 km events – it was the fifth consecutive win for the men in this competition.
- The women's first hockey team finished as runners-up at the SASSU hockey tournament in Port Elizabeth.
- Cricket not only won the Premier League of Gauteng, but also participated in and won the National Club Championships.
- The UJ golf team finished third in the annual SASSU golf tournament held in Port Shepstone.
- The rugby team finished first as Gauteng club in the Premier League of the Golden Lions.
- The women's soccer team finished third in the annual SASSU soccer tournament held in East London.

It must be kept in mind that the young people who attain these heights are students whose main objective is to prepare academically for their future. It is therefore an even bigger achievement to perform on the level that they do while also studying. The University creates the opportunity for them to develop not only their academic skills, but also their sporting and social abilities. Within this framework, the UJ's students accomplished an astounding number of top-class feats. The extent and quality of their sporting achievements are underscored by the colours awarded in the following categories:

- Junior provincial colours: 115
- Senior provincial colours: 180
- Junior national colours: 16

- Senior national colours: 18
- SASSU teams/colours: 49
- UJ university colours: 34

These participants and high-level achievers certainly carried the UJ's brand banner of "Lead, Challenge, Create and Explore" – not only in South Africa, but also across the world.

Continual improvement of the UJ's sporting achievements is envisaged through:

- the fine-tuning of our internal High-Performance Programme in order to be the winning university in strategically elected sport;
- an increase of applied sports-related research output that could benefit not only UJ athletes but also those of South Africa;
- the recruitment, retention and throughput (towards national teams) of talented athletes, coaches, administrators and technical officials;
- building the UJ brand through using sports as a publicity vehicle;
- broadening participation opportunities to students and communities;
- developing a commercial initiative to sustain the different sports programmes.

## REPORT ON ARTS AND CULTURE

### PRO VICE-CHANCELLOR

2006 was a good year for the UJ Arts Academy, which is another defining component of the University and of our student life. Through the four arts companies – UJ Kingsway Choir, UJ Song & Dance Company, UJ Drama Company and the UJ Contemporary Dance Company – we offered intensive professional training to students. These students participated in a number of productions with great success, reaping accolades for the University and growing significantly as individuals. Productions for 2006 included:

- the musical *Jump for Joy*;
- *West Side Story*;
- Mary Zimmerman's Tony Award-winning drama *Metamorphoses*;
- Zake Mda's *We Shall Sing for the Fatherland*;
- Beckett's *Waiting for Godot*;
- Reza de Wet's *Diepe Grond*;
- the dance production *Kulturation*, with the brilliant jazz musicians Wessel van Wyk, Vivian Mpongose and Jennifer Ferguson.

The Choir participated in 20 concerts throughout the country, and also had a very successful tour of Europe presenting 15 concerts and winning gold and a special award for multiculturalism at the 16th International Competition for Advent Music in Prague.

The Arts Academy also presented the very successful and critically acclaimed Van Wyk Louw festival, celebrating the 100th anniversary of the poet's birth, with productions including the ballet *Drie Diere*, the music theatre production of *Klipwerk* and a new work composed for the Arts Academy by Rocco de Villiers on Van Wyk Louw's and Vilakazi's ballads.

Furthermore, we presented the world-famous French violinist Philippe Grafin in a recital, 42 chamber music recitals at our Sundowner Concerts, and the brilliant South African organist Jeremy Joseph in two recitals on the big SABC organ at the SABC.

## REPORT ON ALUMNI ASSOCIATION

### PRO VICE-CHANCELLOR

Positive energy and collaboration contributed to making 2006 an extremely successful year for UJ alumni. A network of participating UJ alumni is the vision of the UJ Alumni Association, whereby all UJ alumni will celebrate their academic roots through lifelong learning and partnerships to the mutual benefit of alumni members and the University. Many income-generating activities were successful, to such an extent that the Alumni Association supported the following projects:

- Awarded R100 000 in bursaries to underprivileged UJ students.
- Allocated R80 000 in sponsorship support to various UJ initiatives, e.g. the ABET programme, Rag charity projects, SRC activities, etc.
- Spent R250 000 to clean up the UJ alumni database of 74 500 records.
- Spent R100 000 on the first-phase development of the UJ alumni online community portal.

The UJ Alumni Association has seen a steady growth in its membership figures. This could be ascribed mainly to the financial benefits offered as part of the UJ alumni benefits programme, such as the 10% discount that alumni members receive on tuition and residence fees when their children register at the University, and the R1000 discount that alumni members receive when they register for postgraduate courses at the University (to encourage lifelong learning).

UJ Alumni Relations established the first South African Higher Education Sector Alumni Consortium in an attempt to share information and initiate collaboration among the Alumni Relations representatives of higher education institutions in Southern Africa. A total of 35 alumni management representatives from 17 universities from over the country and Namibia attended this very successful event.

The UJ Alumni Relations also hosted regional functions in Cape Town, Nelspruit, Durban, Johannesburg and Windhoek to reconnect alumni with the University and with one another through networking. A highlight on the alumni calendar for 2006 was the annual UJ Alumni Dignitas Awards gala event (as mentioned earlier in this report), where the University gave recognition to alumni who have excelled in their respective fields.

## FINANCIAL REVIEW

### DEPUTY VICE-CHANCELLOR: FINANCE

#### ANNUAL FINANCIAL REVIEW

The 2006 financial results are indicative of sound financial principles adopted by the management of the University. These principles clearly state that the budget process will at all times endeavour to ensure a match between recurring expenses and recurring income. Non-recurring income will only be used to finance one-off capital expenditure and to enhance the overall sustainability of the University.

The budget process is strategically led whereby all departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detail issues (such as affordability) of the budget itself and the budgeting process overall in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability), a budget proposal is made to the Management Executive Committee (MEC) for consideration. On approval by the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to Council.

Budgetary control involves monthly reporting to appropriate line managers, budget approval for all expenses as required by the Delegation of Authority Policy and budget control as exercised by relevant accountants in the various departments.

The 2006 results show an operating surplus of R19 million while the total surplus, after taking investment income (non-recurring) into account, amounts to R227 million. The operating surplus represents 1.5 % of operating income. Since the merger, the total reserves have increased by R896 million to just over R2 billion.

Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the reserves of the Trust and funds managed on behalf of external parties (mostly bursary funds). As a number of large projects are currently under way and with more to be launched during 2007, approximately 17.5% of the reserves have been earmarked for capital expenditure related to these projects.

The budget philosophy of at least an operating break-even approach and the maintenance of a strong balance sheet are key to the financial sustainability of the University. As the University moves towards the implementation of its Strategic Plan, it is clear that income generated through the strong balance sheet will remain very important in supporting future strategic initiatives.



**Trix Coetzer (Ms)**  
**Chairperson: Finance Committee**



**Henk Kriek (Prof)**  
**Deputy Vice-Chancellor: Finance**

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PRICEWATERHOUSECOOPERS

## INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

We have audited the annual financial statements of the University of Johannesburg, which comprises the consolidated balance sheet as at 31 December 2006, the consolidated income statement, the consolidated statement of changes in equity, the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 81 to 109.

### *Members of Council' Responsibility for the Financial Statements*

The University's members of council are responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act of South Africa. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

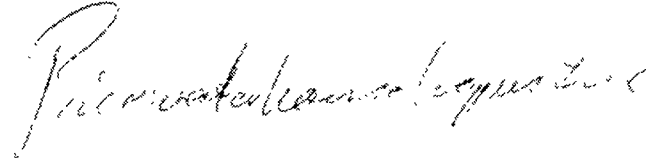
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

12 Beagles Chief Executive Officer  
M. J. F. Kishor Chief Operating Officer  
L. R. Mankin Director - Management Johannesburg  
The Company's corporate office is at 2 Eglon Road, Sunninghill where a list of directors' names is available for inspection.  
VAT reg. no. 4250114892

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University and of the group as of 31 December 2006, and of their financial performance and their cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act.



PricewaterhouseCoopers Inc.  
Director: FN van den Berg  
Registered Auditor  
Johannesburg

## **REPORT OF THE INDEPENDENT AUDITORS TO COUNCIL**

### **UNIVERSITY OF JOHANNESBURG ANNUAL FINANCIAL STATEMENTS**

For the year ended 31 December 2006

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the financial statements of the University of Johannesburg. The auditors are responsible for reporting on the fair presentation of the financial statements.

The financial statements presented on the following pages of this Annual Report for 2006 have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice as prescribed by the Minister of Education in the regulations in terms of the Higher Education Act, 1997 [Act No 101 of 1997], as amended, and include amounts based on judgments and estimates made by the management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the financial statements.

The "going concern" basis has been adopted in the preparation of the financial statements. The Council has no reason to believe that the University of Johannesburg is not a "going concern" in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the financial statements.

The financial statements have been audited by PricewaterhouseCoopers Inc., who was given unrestricted access to all financial records and related data, including minutes of all meetings of the Council and its committees. The Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

### **APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS**

The consolidated financial statements on the following pages of the Annual Report were approved by Council on 24 May 2007 and signed on its behalf by:



**R Marcus (Prof)**  
**Chair of Council**

24 May 2007



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

24 May 2007



**JH Kriek (Prof)**  
**Deputy Vice-Chancellor: Finance**

24 May 2007



**UNIVERSITY OF JOHANNESBURG  
CONSOLIDATED BALANCE SHEET**

**As at 31 December 2006**

(All amounts in R ' 000)

	Notes	2006	2005
<b>ASSETS</b>		<b>2,853,402</b>	<b>2,551,756</b>
<b>Non-current assets</b>		<b>2,345,382</b>	<b>2,237,580</b>
Property plant and equipment	2.1	666,370	653,797
Intangible assets	2.2	12,713	15,870
Non-current investments	3	1,663,776	1,558,695
Non-current receivables	4	2,523	9,218
<b>Current Assets</b>		<b>508,020</b>	<b>314,176</b>
Inventories	5	3,279	4,323
Receivables and prepayments	6	93,499	79,352
Students for fees		41,396	31,589
Other receivables		52,103	47,763
Deferred taxation		-	426
Cash, cash equivalents and bank balances	7	411,242	230,075
<b>FUNDS AND LIABILITIES</b>		<b>2,853,402</b>	<b>2,551,756</b>
<b>FUNDS</b>		<b>2,489,214</b>	<b>2,150,762</b>
<b>Restricted use funds</b>		<b>1,637,531</b>	<b>1,472,637</b>
<b>Funds utilised</b>			
Funds invested in Property, Plant and Equipment		617,480	578,003
<b>Funds available for use</b>		<b>1,020,051</b>	<b>894,634</b>
Fair value adjustment funds		450,496	338,905
Student Residences funds		51,443	38,123
Trust/Donor/Bursary Funds		449,974	455,094
Subvention funds		68,138	62,512
<b>Unrestricted Funds</b>		<b>851,683</b>	<b>678,125</b>
Designated/Committed funds		464,429	422,798
Undesignated use funds		387,254	255,327
<b>LIABILITIES</b>		<b>364,188</b>	<b>400,994</b>
<b>Non current liabilities</b>		<b>243,128</b>	<b>238,107</b>
Interest bearing borrowings	8	57,879	60,976
Employment Benefits	9	185,249	177,131
<b>Current liabilities</b>		<b>121,060</b>	<b>162,887</b>
Trade and other payables	10	60,926	64,096
Provisions for Employment Obligations	9	18,889	19,008
Student deposits received and income received in advance		37,520	64,965
Current portion of borrowings	8	3,725	14,818

**UNIVERSITY OF JOHANNESBURG**  
**CONSOLIDATED STATEMENT OF CHANGES IN FUNDS**  
**For the year ended 31 December 2006**  
(All amounts in R '000)

	<b>ACCUMULATED FUNDS - UNRESTRICTED USE</b>	<b>ACCUMULATED FUNDS DESIGNATED USE</b>	<b>FUNDS RESTRICTED USE</b>	<b>SUB TOTAL</b>	<b>RESIDENCE FUNDS RESTRICTED USE</b>	<b>FAIR VALUE ADJUSTMENT FUNDS</b>	<b>FUNDS INVESTED IN FIXED ASSETS</b>	<b>TOTAL</b>
Balance as at 01 January 2006	255,327	422,798	517,606	<b>1,195,731</b>	38,123	338,905	578,003	<b>2,150,762</b>
Net surplus/deficit for the year	250,368	-	(18,478)	<b>231,890</b>	(5,029)	-	-	<b>226,861</b>
Investments - Fair value adjustments as at 31 December 2006						111,591		<b>111,591</b>
Transfers	(118,441)	41,631	18,984	<b>(57,826)</b>	18,349		39,477	-
Balance as at 31 December 2006	<b>387,254</b>	<b>464,429</b>	<b>518,112</b>	<b>1,369,795</b>	<b>51,443</b>	<b>450,496</b>	<b>617,480</b>	<b>2,489,214</b>

**UNIVERSITY OF JOHANNESBURG**  
**CONSOLIDATED STATEMENT OF CHANGES IN FUNDS**  
**For the year ended 31 December 2005**  
(All amounts in R '000)

	<b>ACCUMULATED FUNDS - UNRESTRICTED USE</b>	<b>ACCUMULATED FUNDS DESIGNATED USE</b>	<b>FUNDS RESTRICTED USE</b>	<b>SUB TOTAL</b>	<b>RESIDENCE FUNDS RESTRICTED USE</b>	<b>FAIR VALUE ADJUSTMENT FUNDS</b>	<b>FUNDS INVESTED IN FIXED ASSETS</b>	<b>TOTAL</b>
Balance as at 01 January 2005	270,342	422,798	438,043	<b>1,131,183</b>	24,266	140,892	461,092	<b>1,757,433</b>
Net surplus for the year	101,896	-	79,563	<b>181,459</b>	13,857			<b>195,316</b>
Investments - Fair value adjustments as at 31 December 2005				-		198,013		<b>198,013</b>
Transfers	(116,911)			<b>(116,911)</b>			116,911	-
Balance as at 31 December 2005	<b>255,327</b>	<b>422,798</b>	<b>517,606</b>	<b>1,195,731</b>	<b>38,123</b>	<b>338,905</b>	<b>578,003</b>	<b>2,150,762</b>

UNIVERSITY OF JOHANNESBURG  
CONSOLIDATED INCOME STATEMENT  
For the year ended 31 December 2006  
(All amounts in R '000)

	COUNCIL CONTROLLED - UNRESTRICTED	SPECIFICALLY FUNDED ACTIVITIES - RESTRICTED	SUB TOTAL	STUDENT AND STAFF ACCOMMODATION - RESTRICTED	CONSOLIDATED 2006
<b>TOTAL REVENUE</b>	<b>1,552,812</b>	<b>18,338</b>	<b>1,571,150</b>	<b>29,254</b>	<b>1,600,404</b>
<b>Recurring items</b>	<b>1,542,003</b>	<b>18,338</b>	<b>1,560,341</b>	<b>29,254</b>	<b>1,589,595</b>
State appropriations - subsidies and grants	695,278	-	695,278	(439)	694,839
Tuition and other fee income	482,264	10,710	492,974	26,091	519,065
Income from contracts	16,990	6,616	23,606	-	23,606
For research	12,584	6,545	19,129	-	19,129
For other activities	4,406	71	4,477	-	4,477
Sales of goods & services	43,326	9,163	52,489	370	52,859
Private gifts & grants	79,803	(38,542)	41,261	-	41,261
Other activities	5,528	-	5,528	-	5,528
<b>Sub - total</b>	<b>1,323,189</b>	<b>(12,053)</b>	<b>1,311,136</b>	<b>26,022</b>	<b>1,337,158</b>
Income from investments	211,696	30,391	242,087	3,194	245,281
Finance income	7,118	-	7,118	38	7,156
<b>Non - recurring items</b>	<b>10,809</b>	<b>-</b>	<b>10,809</b>	<b>-</b>	<b>10,809</b>
Profit on disposal of PPE	10,809	-	10,809	-	10,809
<b>TOTAL EXPENDITURE</b>	<b>1,302,443</b>	<b>36,816</b>	<b>1,339,259</b>	<b>34,283</b>	<b>1,373,542</b>
<b>Recurring items</b>	<b>1,259,150</b>	<b>35,513</b>	<b>1,294,663</b>	<b>34,060</b>	<b>1,328,723</b>
Personnel	785,028	15,500	800,528	5,138	805,666
Academic professional	396,209	7,822	404,031	2,594	406,625
Other personnel	388,819	7,678	396,497	2,544	399,041
Other current operating expenses	412,132	14,579	426,711	22,755	449,466
Depreciation	20,821	992	21,813	1,565	23,378
Amortisation of Software	3,985	-	3,985	-	3,985
Bursaries	31,242	3,941	35,183	218	35,401
<b>Sub - total</b>	<b>1,253,208</b>	<b>35,012</b>	<b>1,288,220</b>	<b>29,676</b>	<b>1,317,896</b>
Finance costs	5,942	501	6,443	4,384	10,827
<b>Non - recurring items</b>	<b>43,293</b>	<b>1,303</b>	<b>44,596</b>	<b>223</b>	<b>44,819</b>
Capital expenditure expensed	43,293	1,303	44,596	223	44,819
<b>NET SURPLUS / DEFICIT</b>	<b>250,369</b>	<b>(18,478)</b>	<b>231,891</b>	<b>(5,029)</b>	<b>226,862</b>

UNIVERSITY OF JOHANNESBURG  
CONSOLIDATED INCOME STATEMENT  
For the year ended 31 December 2005  
(All amounts in R '000)

	Notes	COUNCIL CONTROLLED - UNRESTRICTED	SPECIFICALLY FUNDED ACTIVITIES - RESTRICTED	SUB TOTAL	STUDENT AND STAFF ACCOMMODATION - RESTRICTED	CONSOLIDATED 2005
<b>TOTAL REVENUE</b>		<b>1,292,288</b>	<b>153,800</b>	<b>1,446,088</b>	<b>34,810</b>	<b>1,480,898</b>
<b>Recurring items</b>		1,261,069	153,800	1,414,869	34,810	1,449,679
State appropriations - subsidies and grants		622,486	-	622,486	2,010	624,496
Tuition and other fee income		485,175	10,149	495,324	25,574	520,898
Income from contracts		7,246	912	8,158	-	8,158
For research		3,084	877	3,961	-	3,961
For other activities		4,163	35	4,198	-	4,198
Sales of goods & services		41,474	6,809	48,283	392	48,675
Private gifts & grants		-	66,252	66,252	-	66,252
<b>Sub - total</b>		<b>1,156,381</b>	<b>84,122</b>	<b>1,240,503</b>	<b>27,976</b>	<b>1,268,479</b>
Income from investments	14	104,688	69,677	174,365	6,834	181,199
<b>Non - recurring items</b>		<b>31,219</b>	<b>-</b>	<b>31,219</b>	<b>-</b>	<b>31,219</b>
Merger reimbursement		24,135	-	24,135	-	24,135
Profit on disposal of PPE		7,084	-	7,084	-	7,084
<b>TOTAL EXPENDITURE</b>		<b>1,190,392</b>	<b>74,237</b>	<b>1,264,629</b>	<b>20,953</b>	<b>1,285,582</b>
<b>Recurring items</b>		1,156,179	72,463	1,228,642	20,802	1,249,444
Personnel	11	697,846	19,995	717,841	5,109	722,950
Academic professional	11	355,901	10,197	366,099	2,606	368,704
Other personnel	11	341,944	9,797	351,742	2,503	354,245
Other current operating expenses		390,213	42,097	432,310	11,013	443,323
Depreciation	2.1	19,652	443	20,095	646	20,741
Amortisation of Software	2.2	7,934	-	7,934	-	7,934
Bursaries		29,203	9,501	38,704	270	38,974
<b>Sub - total</b>		<b>1,144,848</b>	<b>72,036</b>	<b>1,216,884</b>	<b>17,038</b>	<b>1,233,922</b>
Finance costs	15	11,331	427	11,758	3,764	15,522
<b>Non - recurring items</b>		<b>34,213</b>	<b>1,774</b>	<b>35,987</b>	<b>151</b>	<b>36,138</b>
Other operating expenses		-	-	-	-	-
Capital expenditure expensed		34,213	1,774	35,987	151	36,138
<b>NET SURPLUS</b>		<b>101,896</b>	<b>79,563</b>	<b>181,459</b>	<b>13,857</b>	<b>195,316</b>

**UNIVERSITY OF JOHANNESBURG**  
**CONSOLIDATED CASHFLOW STATEMENT**  
**For the year ended 31 December 2006**  
(All amounts in R '000)

	NOTES	2006 R '000	2005 R '000
<b>Cash flows from operating activities</b>			
Cash generated from operations	17.1	(29,775)	96,922
Interest paid		(10,827)	(15,522)
Interest received		78,521	79,694
Finance income		7,156	-
Net cash generated from operating activities		45,075	161,094
<b>Cash flows from investing activities</b>			
Cash acquired as result of merger	17.2	-	282,837
Purchases of property, plant and equipment		(39,663)	(118,252)
Proceeds from sale of property plant and equipment		10,809	10,579
Purchases of intangible assets		(829)	-
Net movement of investments		6,510	(189,013)
Non-current receivables		6,695	(3,807)
Investment income received		140,540	92,207
Dividends received		26,220	9,298
Net cash generated from investing activities		150,282	83,849
<b>Cash flow from financing activities</b>			
Repayments of borrowings		(14,190)	(14,868)
Net cash used in financing activities		(14,190)	(14,868)
Net increase in cash and cash equivalents		181,167	230,075
Cash and cash equivalents at the beginning of the year		230,075	-
Cash and cash equivalents at end of the year		411,242	230,075

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2006

### 1 ACCOUNTING POLICIES

The financial statements comply with all of the South African Statements of Generally Accepted Accounting Practice. The principal accounting policies adopted by the University of Johannesburg are set out below.

#### 1.1 *Basis of presentation*

The consolidated financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale investment securities, financial assets and financial liabilities held-for-trading. The following are the principal accounting policies used by the University and its' subsidiaries, which comply with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Minister of Education in terms of Section 41 of the Higher Education Act (Act No. 101 of 1997), as amended.

The preparation of financial statements in conformity with South African statements of Generally Accepted Accounting Practice requires the use of estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. All those estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from those estimates.

#### *Amendments to published standards effective in 2006*

AC116 (Amendment), Employee Benefits, is mandatory for the University's accounting periods beginning on or after 1 January 2006. It introduces the option of an alternative recognition approach for actuarial gains and losses. It may impose additional recognition requirements for multi-employer plans where insufficient information is available to apply defined benefit accounting. It also adds new disclosure requirements. As the University does not intend to change the accounting policy adopted for recognition of actuarial gains and losses and does not participate in any multi-employer plans, adoption of this amendment only impacts the format and extent of disclosure presented in the financial statements.

#### *Standards, interpretations and amendments to published standards which are not yet effective:*

Certain new standards, amendments and interpretations to existing standards have been published that are mandatory for the University's accounting periods beginning on or after 1 January 2007 or later periods but which the University has not early adopted, are as follows:

- a) *Interpretations to existing standards that are not yet effective and have not been early adopted by the University*

The following interpretations to existing standards have been published that are mandatory for the University's accounting periods beginning on or after 1 January 2007 or later periods but that the University has not early adopted are the following:

- IFRIC 12, Service Concession Arrangements (effective for annual periods beginning on or after 1 January 2008).
- AC 503, Accounting for Black Economic Empowerment ("BEE") transactions (effective for annual periods beginning on or after 1 January 2007).

- Ac 144, Financial Instruments – Disclosures (effective for annual periods beginning after 1 January 2007).
- AC 442, Reassessment of Embedded Derivatives (effective for annual periods beginning on or after 1 June 2006). AC 442 requires an entity to assess whether an embedded derivative is required to be separated from the host contract and accounted for as a derivative when the entity first becomes a party to the contract. Subsequent reassessment is prohibited unless there is a change in the terms of the contract that significantly modifies the cash flows that otherwise would be required under the contract, in which case reassessment is required. AC 442 is not relevant to the University's operations

## 1.2 *Business combinations*

The consolidated financial statements include the assets, liabilities, income and expenses of the University of Johannesburg and related entities as listed in note 19. Related entities, being those entities in which the University has an interest of more than one half of the voting rights or otherwise has the power to exercise control over the operations, are consolidated. All inter entity balances and transactions are eliminated on consolidation.

## 1.3 *Fund allocation*

Equity is divided into the following categories:

- Utilised funds
- Available funds
  - Restricted funds
  - Unrestricted funds
  - Designated / Committed funds
  - Undesignated funds
- Utilised funds

Funds utilised for acquisitions of property, plant and equipment.

- Available funds

Available funds are divided into two categories:

- Available funds restricted use

These comprise income received, the use of which is legally beyond the control of Council. These funds are accounted for under the following headings:

NRF and similar funds – restricted use  
Endowment Funds – restricted use  
Bursaries and Scholarship Funds – restricted use  
Residences Funds  
Funds attributable to fair value adjustments

- Available funds unrestricted use

This grouping comprises income and funds that fall under the absolute discretion/control of the Council. Unrestricted use funds are divided into two categories: undesignated use funds and designated use funds / committed funds.

- Designated use funds

These are funds designated by the Council for identified purposes. Until such time as such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated use funds” a further category is used namely “Committed funds” for projects and initiatives approved by Council.

Designated use funds are accounted for under the following headings:

- Designated funds:

- Personal research funds
- Departmental trust funds
- Departmental bursaries funds
- Division trust funds
- Bursaries and scholarships
- Research
- Maintenance of property plant and equipment
- Replacement of plant and equipment
- Acquisition of library and art collections
- Salary subvention funds
- Designated other

- Committed funds

- New teaching and learning multi modal strategy
- Implementation of Oracle software
- Capital projects
- Future Pension fund shortfalls

- Undesignated use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the institution.

#### 1.4 ***Revenue recognition***

- Tuition and other fees

Tuition fees are brought into income in the period to which they relate and at the time these are formally billed. The income is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits provided by prospective students are treated as current liabilities until the amount is billed as due.



- State subsidies

State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates. Appropriations for specific purposes, i.e. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement, (i.e. the University does not have immediate entitlement to it) the relevant amount is retained as a liability.

- Donations

Donations are recognised on receipt. Donations in kind are brought to account at the fair value thereof.

- Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such income is brought to the income statement in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are accounted for in income upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

- Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest receivable is accounted for as it is earned.

### 1.5 *Foreign currency transactions*

Transactions in foreign currency are translated at the exchange rate prevailing at the transaction date. At the balance sheet date monetary items are translated at the exchange rates prevailing at the balance sheet date. Exchange differences originating on the translation or conversion of monetary items are recognised in the income statement during the financial year to which they relate.

### 1.6 *Financial instruments*

Financial instruments include the following: cash and cash equivalents, bank balances, investments, receivables, trade payables and borrowings. Initial measurement is at cost, which includes transaction costs. After initial recognition, measurement at fair value is done as indicated in each of the related individual notes.

### 1.7 *Investments*

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios with long-term growth as the main objective.

The investments which mature within twelve months from the balance sheet date in the operating process are disclosed in the balance sheet as current assets. All the other investments are disclosed as non-current assets.

The University of Johannesburg classifies its investments in debt and equity securities as available-for-sale. The classification is dependent on the purpose for which the investments were acquired. Management determines the classification of its investments at the time of the purchase and re-evaluates such designation on a regular basis.

Purchases and sales of investments are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Cost of purchase includes transaction costs. Available-for-sale investments are subsequently carried at fair value. Unrealised gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognized in equity.

The fair value of investments is based on quoted bid prices. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

### **1.8 *Property, plant and equipment***

Property, plant and equipment are shown at cost less accumulated depreciation and impairments. Property, plant and equipment obtained in terms of a donation/bequest are shown at valuation less accumulated depreciation. Land is not depreciated.

Library purchases are written off in the year of acquisition.

Depreciation is calculated on the straight line method to write off the cost/valuation less residual value of each asset over its estimated useful life, as follows:

Buildings	80 years
Lifts	10 years
Air conditioners and air conditioner plants	40 years
Gas boilers	40 years
Electric generators	40 years
Vehicles	4 years
Network and mainframe computer equipment	4 years
Computer equipment	3 years
Furniture and equipment	5 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work are charged to income as incurred.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement. When revalued assets are sold, the amounts included in other reserves are transferred to retained earnings.

Assets which cost less than R 15 000 are expensed immediately.

### **1.9 *Intangible assets***

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of seven years. Costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software products controlled by the University, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development employee costs and an appropriate portion of relevant overheads. Computer software development costs recognised as assets are amortised over their estimated useful lives.

### **1.10 *Accounting for leases***

Instalments in terms of operating leases are charged to income on a straight-line basis over the duration of the lease.

### **1.11 *Inventories***

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis.

### **1.12 *Trade receivables***

Trade receivables are carried at original amount less provision made for impairment of these receivables. A provision for impairment of trade receivables is established when there is objective evidence that the University of Johannesburg will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the carrying amount and the recoverable amount, being the present value of expected cash flows, discounted at the market rate of interest for similar borrowers.

### **1.13 *Cash and cash equivalents***

Cash and cash equivalents are shown at fair value and constitute cash on hand and deposits held on call.

### **1.14 *Provisions***

Provisions are recognised for present legal or constructive obligations as a result of past events that will probably lead to an outflow of resources, and of which the amount can be estimated reliably.

### **1.15 *Pension obligations***

The University contributes towards two retirement funds, which are combined defined benefit and defined contribution plans, a provident fund which is a defined contribution plan and a disability benefit plan. These plans cover 100% of the University's employees. The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

Current contributions to the retirement and disability benefit plans operated for employees are based on actuarial advice and are charged to income as they are incurred. The cost of any deficit arising from time to time is charged against income as and when funded.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date minus the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee administered Funds.

#### **1.16 *Post-retirement medical benefits***

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the Pension fund on behalf of the employees involved and has no further obligation.

The University provides post retirement medical aid benefits to certain qualifying employees from the old Technikon Witwatersrand and Vista University. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the income statement and include the expense of benefits received by employees currently in service and the cost of funding for employees no longer in service. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post employment benefits.

#### **1.17 *Taxation***

The charge for current tax, where it is applicable, is the amount of income taxes payable in respect of the taxable profit for the current period. It is calculated using rates that have been enacted or substantially enacted by the balance sheet date.

Deferred taxation is accounted for using the balance sheet liability method in respect of temporary differences, arising from differences between the carrying amount of assets and liabilities in the financial statements and the corresponding taxation basis used in the computation of taxable profit.

**21 PROPERTY, PLANT AND EQUIPMENT**

	<b>Vehicles</b>	<b>Network &amp; Mainframes</b>	<b>Computer Hardware</b>	<b>Furniture &amp; Equipment</b>	<b>Land &amp; Buildings</b>	<b>Equipment in Buildings</b>	<b>TOTAL</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Year ended 31 December 2006</b>							
Opening net book amount	2 870	4 696	10 770	38 805	476 287	120 369	<b>653 797</b>
Additions	1 411	4 503	2 111	9 943	20 008	-	<b>37 976</b>
Cost price	1 630	4 751	2 401	10 842	20 039	-	<b>39 663</b>
Depreciation	(219)	(248)	(290)	(899)	(31)	-	<b>(1 687)</b>
Disposals/Write Offs	(1)	-	(58)	(615)	(3 002)	(36)	<b>(3 712)</b>
Cost price	(30)	-	(6 048)	(6 270)	(5 480)	(36)	<b>(17 862)</b>
Depreciation	29	-	5 990	5 655	2 478	-	<b>14 152</b>
Depreciation - charge	(1 198)	(2 217)	(5 744)	(9 844)	(275)	(2 413)	<b>(21 691)</b>
Net carrying amount	<b>3 082</b>	<b>6 982</b>	<b>7 079</b>	<b>38 289</b>	<b>493 018</b>	<b>117 920</b>	<b>666 370</b>
<b>On 31 December 2006</b>							
Cost	8 927	14 869	42 394	94 489	619 408	170 713	<b>950 800</b>
Accumulated depreciation	(5 845)	(7 887)	(35 315)	(56 200)	(126 390)	(52 793)	<b>(284 430)</b>
	<b>3 082</b>						
Net carrying amount	<b>3 082</b>	<b>6 982</b>	<b>7 079</b>	<b>38 289</b>	<b>493 018</b>	<b>117 920</b>	<b>666 370</b>

The loans referred to in note 8 are secured by mortgage bonds over certain of the land and buildings. A register of land and buildings is available at the University's registered office.

	<b>Vehicles</b>	<b>Network &amp; Mainframes</b>	<b>Computer Hardware</b>	<b>Furniture &amp; Equipment</b>	<b>Land &amp; Buildings</b>	<b>Equipment in Buildings</b>	<b>TOTAL</b>
<b>Year ended 31 December 2005</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Opening net book amount	2 597	6 412	9 266	40 126	536 689	181 107	<b>776 197</b>
Adoption of revised AC123 Statement	-	-	-	3 189	(164 729)	(58 321)	<b>(219 861)</b>
Additions	1 393	641	7 052	7 583	98 509	1 733	<b>116 911</b>
Cost price	1 648	690	7 675	8 263	100 024	(48)	<b>118 252</b>
Depreciated	(255)	(49)	(623)	(680)	(1 515)	1 781	<b>(1 341)</b>
Disposals/Write Offs	-	-	-	(50)	-	-	<b>(50)</b>
Cost price	(241)	-	-	(234)	(2 125)	(164)	<b>(2 764)</b>
Depreciated	241	-	-	184	2 125	164	<b>2 714</b>
Depreciation - charge	(1 120)	(2 357)	(5 548)	(12 043)	5 818	(4 150)	<b>(19 400)</b>
Net carrying amount	<b>2 870</b>	<b>4 696</b>	<b>10 770</b>	<b>38 805</b>	<b>476 287</b>	<b>120 369</b>	<b>653 797</b>
<b>On 31 December 2005</b>							
Cost	7 342	10 118	46 043	89 917	604 848	170 749	<b>929 017</b>
Accumulated depreciation	(4 472)	(5 422)	(35 273)	(51 112)	(128 561)	(50 380)	<b>(275 220)</b>
Net carrying amount	<b>2 870</b>	<b>4 696</b>	<b>10 770</b>	<b>38 805</b>	<b>476 287</b>	<b>120 369</b>	<b>653 797</b>

The loans referred to in note 8 are secured by mortgage bonds over certain of the land and buildings. A register of land and buildings is available at the University's registered office.

**22 INTANGIBLE ASSETS**

<b>R000</b>	<b>Computer Software</b>	<b>Computer Software</b>
<b>Year ended 31 December</b>	<b><u>2006</u></b>	<b><u>2005</u></b>
Opening net book amount	15 870	23 804
Additions	829	-
Cost price	-	
Depreciated	-	
Disposals/Write Offs	-	
Cost price	-	
Depreciated	-	
Amortisation	(3 986)	(7 934)
Net carrying amount	<b>12 713</b>	<b>15 870</b>

<b>On 31 December</b>		
Cost	24 633	23 804
Accumulated depreciation	(11 920)	(7 934)
Net carrying amount	<b>12 713</b>	<b>15 870</b>

**3. INVESTMENTS**

	<b>Cost</b>	<b>Markt Value</b>	<b>Cost</b>	<b>Markt Value</b>
	<b>31/12/2006</b>	<b>31/12/2006</b>	<b>31/12/2005</b>	<b>31/12/2005</b>
	<b>R000</b>	<b>R000</b>	<b>R000</b>	<b>R000</b>
<b>NON-CURRENT</b>				
Government stocks and bonds	184 094	190 613	148 841	159 898
Stocks and debentures	66 473	67 669	37 434	38 934
Shares	628 408	1 068 581	547 894	871 242
Fixed deposits	128 570	130 538	92 925	93 516
Insurance companies	39 783	39 783	38 774	38 774
Public Investment Commissioners	-	-	10 125	10 125
Investment in property	1 010	1 010	1 001	1 001
Other deposits	164 586	165 224	340 591	342 837
Other loans	358	358	2 368	2 368
	<b>1 213 282</b>	<b>1 663 776</b>	<b>1 219 953</b>	<b>1 558 695</b>

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values as at 31 December 2006. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

**4. NON-CURRENT RECEIVABLES**

	<b>2006 R'000</b>	<b>2005 R'000</b>
Staff loans	5 046	8 460
Payable within one year	<u>(2 523)</u>	<u>(2 115)</u>
Payable after one year	2 523	6 345
Projects	-	2 873
	<b><u>2 523</u></b>	<b><u>9 218</u></b>

The current debtors that relate to the items above are shown in note 6. Loans to employees are payable within 4 years from the balance sheet date. The weighted average interest rate (current and non-current) is as follows:

	<b>%</b>
Staff loans at fair value	8,0

All loans granted to employees and students during the year are unsecured.

**5. INVENTORIES**

	<b>2006 R'000</b>	<b>2005 R'000</b>
Consumables at cost	3 279	3 881
Study material at cost	-	442
	<b><u>3 279</u></b>	<b><u>4 323</u></b>

**6. RECEIVABLES AND PREPAYMENTS**

	<b>2006 R'000</b>	<b>2005 R'000</b>
Student debtors	97 826	82 010
Less: Provision for impairment	<u>(56 430)</u>	<u>(50 421)</u>
Student debtors – net carrying amount	<b>41 396</b>	<b>31 589</b>
Advances and prepaid expenses	3 018	6 566
Staff loans	2 523	2 115
Staff receivables and advances	1 827	2 820
Deposits	131	333
Other receivables	28 836	27 720
Interest and dividend receivable	<u>15 768</u>	<u>8 209</u>
	<b>52 103</b>	<b>47 763</b>
	<b><u>93 499</u></b>	<b><u>79 352</u></b>



**7. CASH, CASH EQUIVALENTS AND BANK BALANCES**

	<b>2006 R'000</b>	<b>2005 R'000</b>
Call deposits, cash in the bank and cash on hand	50 242	85 075
Short term deposits	361 000	145 000
	<b>411 242</b>	<b>230 075</b>

**8. INTEREST BEARING BORROWINGS**

	<b>2006 R'000</b>	<b>2005 R'000</b>
Long Term borrowings	61 604	75 794
Current portion transferred to current liabilities	(3 725)	(14 818)
	<b>57 879</b>	<b>60 976</b>

Government loans secured by increment guarantees	6 183	6 356
--	-------	-------

Interest is charged at fixed rates which range between 8% and 14% per annum. These loans are repayable in annual payments of R 879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised at a rate of 85%.

Local registered stock secured by Government guarantees	-	11 200
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Interest is charged at fixed rates which range between 16.2% and 18.5% per annum. This stock is repayable over periods that range from 1 to 3 years. A portion of the repayment of stock will be funded out of a redemption investment (see note 3). The annual interest and redemption payments are subsidised at a rate of 85%.

Loans secured by Government guarantees	21 617	24 842
--	--------	--------

Interest is charged at fixed rates which range between 7.50% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised at a rate of 85%.

Other secured loans	33 804	33 396
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Interest is charged at rates which vary between 8.50% and 15 % per annum. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings.

<b>61 604</b>	<b>75 794</b>
---------------	---------------

Maturity of interest-bearing borrowings:

Up to 1 year	3 725	14 818
Between 1 and 2 years	3 667	3 725
Between 2 and 5 years	10 553	11 287
Over 5 years	43 659	45 964

<b>61 604</b>	<b>75 794</b>
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## 9. EMPLOYMENT BENEFITS

	<b>2006 R000</b>	<b>2005 R000</b>
<b>Non-current</b>		
Pension fund liability	13 116	19 076
Provision for leave payments	56 006	68 135
Provision for medical benefits after retirement for certain employees	116 127	89 920
	<b>185 249</b>	<b>177 131</b>

<b>Current</b>		
Provision for leave payments	6 223	7 563
Provision for staff bonuses	12 666	11 445
	<b>18 889</b>	<b>19 008</b>

<b>Movement in provisions</b>	<b>Leave pay</b>	<b>Bonus</b>	<b>Medical Aid</b>
Opening balance 01 January 2006	75 698	11 445	89 920
Amount utilised during 2006	(13 469)	(11 445)	(3 255)
Amount provided during 2006	-	12 666	29 462
	<b>62 229</b>	<b>12 666</b>	<b>116 127</b>

## 10. TRADE AND OTHER PAYABLES

	<b>2006 R000</b>	<b>2005 R000</b>
Value Added Tax	1 854	1 629
Trade Payables	59 072	62 467
	<b><u>60 926</u></b>	<b><u>64 096</u></b>

## 11. PERSONNEL COSTS

	<b>2006 R000</b>	<b>2005 R000</b>
Academic professional	362 793	303 707
Other personnel	356 026	291 797
Pension costs	60 640	110 062
Other post retirement	26 207	17 384
	<b><u>805 666</u></b>	<b><u>722 950</u></b>

Average number of persons in service at the University of Johannesburg during the year:

	<b>2006 Number</b>	<b>2005 Number</b>
Full time	2 691	2 793
Part time	4 190	5 073

**12. POST EMPLOYMENT BENEFITS**

The University also provides post retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. This unfunded, defined benefit liability in respect of this obligation is valued by independent actuaries annually. The liability was valued at 31 December 2006.

	<b>2006 R'000</b>	<b>2005 R'000</b>
<b>121 Post retirement medical benefits</b>		
Present value of unfunded obligations	116 127	89 920
Unrecognised actuarial gains/(losses)	-	-
Liability at balance sheet date	<u>116 127</u>	<u>89 920</u>
	<b>2006 R'000</b>	<b>2005 R'000</b>
Movement in the liability recognised in the balance sheet:		
Contractual liability 31 December	89 920	72 536
Reclassified fund	16 365	
Other expenses included in staff costs:		
Service cost for 2006	4 821	3 157
Interest cost for 2006	7 730	5 513
Benefit payments for 2006	(3 255)	-
Actuarial gains recognised during the year	546	8 714
Actual liability 31 December	<u>116 127</u>	<u>89 920</u>
	<b>2006 Number</b>	<b>2005 Number</b>
In-service (employee) members	581	501
Continuation (retiree and widow) members	<u>203</u>	<u>202</u>
	784	703

In estimating the unfunded liability for post-employment medical care the following assumptions were made

		<b>2006</b>	<b>2005</b>
Discount rate	%	7.57	7.20
General inflation	%	4.82	4.40
Health care cost inflation	%	7.32	6.90
Real discount rate	%	0.23	0.30
Continuation of membership	%	100	100
Average retirement age	Years	60	60

At 31 December 2006, the impact of a 100 base point increase in medical discount rates would decrease the liability by R 18, 9 million.

At 31 December 2006, the impact of a 100 base point decrease in medical discount rates would increase the liability by R 24, 7 million.

## 122 Pension Obligations

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined plan is final salary defined and is fully funded. The second defined benefit plan is final salary defined and unfunded. The assets of the fund are held in an independent trustee administered fund, administered in terms of the Pension Funds Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method. The latest full actuarial valuation of the pension fund was performed as at 31 December 2006. Contributions to the provident fund are charged to the income statement in the year in which they are incurred.

	2006 R'000	2005 R'000
Balance at the end of the year:		
Present value of funded and unfunded obligations recognised	352 121	335 627
Fair value of plan assets	(522 279)	(429 824)
	(170 158)	(94 197)
Unrecognised actuarial gains/(losses)	58 522	80 267
Unrecognised transitional liability	-	-
Surplus not recognised	124 752	33 006
Liability at balance sheet date	<b>13 116</b>	<b>19 076</b>
No assets are recognised in respect of the surplus as the apportionment of the surplus still needs to be calculated and approved by the Registrar of Pension Funds in terms of the Pension Fund Second Amendment Act, 39 of 2001.		
Movement during the year:		
Balance at the beginning of the year	19 076	14 506
Contributions paid	(9 505)	(8 125)
Other expenses included in staff costs:		
Current service costs	10 819	15 191
Interest cost and prior year adjustment	23 606	23 493
Expected return on plan assets	(36 399)	(26 070)
Movements in surplus not recognised	5 641	693
Net actual gains recognised during the year	(122)	(612)
Balance at year end	<b>13 116</b>	<b>19 076</b>

General inflation rate	%	4.30	4.80
Discount rate	%	7.20	7.60
Expected return on investments	%	7.80	8.60
Salary inflation		5.80% plus merit increases	5.80% plus merit increases

### 13. OTHER OPERATING EXPENSES

The following items were taken into account in the calculation of operating expenses, amongst others:

	<b>2006 R000</b>	<b>2005 R000</b>
Profit on sale of assets	(7 097)	(7 084)
Depreciation on property, plant and equipment	23 378	20 741
Amortisation of software	3 985	7 934
Repair and maintenance expenses	66 034	44 865
Non-capitalisable assets	44 819	36 138
Expenses relating to library acquisitions written off	35 370	25 844
Operating leases		
- Equipment	5 875	1 427
Auditors remuneration		
- Audit fees	1 600	1 476
- Other Services	1 983	1 918

### 14. INCOME FROM INVESTMENTS

	<b>2006 R000</b>	<b>2005 R000</b>
Dividends	26 220	9 298
Interest	78 521	76 694
Profit on the sale of securities	140 540	92 207
	<b><u>245 281</u></b>	<b><u>181 199</u></b>

### 15. FINANCING COSTS

	<b>2006 R000</b>	<b>2005 R000</b>
Interest expense	10 827	15 522
- Loans		

**16. COMMITMENTS**

	<b>2006 R000</b>	<b>2005 R000</b>
Commitments – approved not contracted	64 300	21 974

Represents capital expenditure budgeted for at balance sheet date, but not yet recognised in the financial statements – to be financed from designated funds.

**Bank guarantees**

SA Post Office	250	250
Van Graan & Associates	301	301
Cuzen Randeree	-	140
City Power Johannesburg	110	110
Johannesburg City Council	174	174
ESKOM Central	174	174

**17. CASH FLOW****171 CASH FLOWS GENERATED FROM OPERATIONS**

	<b>2006 R000</b>	<b>2005 R000</b>
Net surplus per Income Statement	226 862	195 316
Adjustments for:		
- Depreciation	23 378	20 741
- Amortisation of Software	3 985	7 934
- Profit on disposal of property, plant and equipment	(7 097)	(7 084)
- Working capital changes	(43 292)	29 509
- Investment income and finance income less cost of finance	(241 610)	(165 677)
- Increase in provisions	7 999	16 183
	<b>(29 775)</b>	<b>96 922</b>

**172 THE ASSETS AND LIABILITIES ARISING FROM THE MERGER ON 01 JANUARY 2005 WAS AS FOLLOWS:**

	<b>2005 R000</b>
Cash and cash equivalents at merger date	282 837
Property, Plant and equipment	556 341
Licenses (included in intangibles)	23 804
Available-for-sale investments	1,229 624
Non current assets	7 952
Inventories	5 137
Receivables	83 643
Payables	(214 772)
Retirement benefit obligations:	
- Pensions	(14 506)
- Other post-retirement obligations	(72 536)
Borrowings	(75 844)
Net deferred tax liabilities / assets	268
Net assets	1 811 948
Accumulated funds acquired	(1 811 948)
Purchase consideration settled in cash	-
Cash and cash equivalents acquired	<u>(282 837)</u>

**18. FINANCIAL INSTRUMENTS**

**181 Carrying value**

Financial instruments carried on the balance sheet include cash and bank balances, investments, receivables, trade creditors and borrowings. These instruments are generally carried at their estimated fair value. For example, receivables are carried net of the estimated doubtful receivables. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

The University employs a range of controls to manage the various risks affecting financial instruments.



## **182 Financial riskmanagement**

In a tertiary environment, it is not possible to manage credit risk *ex ante* at the level of individual transactions with students. Credit worthiness cannot be assessed during registration. The credit risk is managed *ex post* by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions as well as the utilisation of debt collection attorneys and agencies.

Trade and investment risk refers to the change or potential change in the value of a financial instrument or portfolio of instruments as a result of changes in interest rates, exchange rates, and equity and commodity prices.

Trade and investment risk is managed by using external commercial asset managers who manage the respective investment portfolios. The managers' investment mandate is determined contractually and derivative instruments may be utilised only within a specified limit as a hedging mechanism.

## **183 Fair values**

The carrying amounts of the following financial assets and financial liabilities approximate to their fair value: cash and cash equivalents, investments, trade receivables and payables and other receivables and payables.

Gains and losses arising from changes in the fair value of financial investments that are measured at fair value subsequent to initial recognition are recognised directly in equity until the financial asset is disposed of.

## **19. Consolidated entities**

ARSA (Pty) Ltd  
RAU Trust  
TWR Trust  
STH Foundation Trust  
Million Trading Up (Pty) Ltd  
TWR Business Enterprises (Pty) Ltd

## **20. CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### **Critical accounting estimates and assumptions**

The University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

**(a) Provision for impairment of trade receivables and student debtors**

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration is completed.

**(b) Provision for post-retirement medical aid liability**

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2006 were as follows:

		<b>2006</b>	<b>2005</b>
Discount rate	%	7.57	7.20
General inflation	%	4.82	4.40
Health care cost inflation	%	7.32	6.90
Real discount rate	%	0.23	0.30
Continuation of membership	%	100	100
Average retirement age	Years	60	60

Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

**(c) Depreciation of property, plant and equipment**

Depreciation on assets is calculated using the straight-line method to allocate their cost to residual values over their estimated useful lives. The assets' residual values and useful lives are reviewed, and adjusted of appropriate, at each balance sheet date.

**21. PAYMENT TO MEMBERS OF THE COUNCIL**

Payments for attendance at meetings of the Council and its Sub-Committees

TO WHOM PAID	NUMBER OF MEMBERS	ATTENDANCE AT MEETINGS AGGREGATE AMOUNT PAID R'000s	REIMBURSEMENTS OF EXPENSES AGGREGATE AMOUNT PAID R'000s
Chair of Council	1	32	-
Chairs of committees	4	73	-
Members of Council	28	80	1
		184	1

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## 110

**FINANCIAL DATA RETURNS FROM UNIVERSITIES &  
UNIVERSITIES OF TECHNOLOGY (WORKBOOK FOR CAPTURE OF  
DATA RETURNS)**  
(DATA EXTRACTED FROM FINAL FINANCIAL STATEMENTS & RELEVANT BUDGETS 2006)

ALL BLUE HIGHLIGHTED LINE ITEMS/DATA REQUIRE MANUAL INSERTION

2006

UNIVERSITY OF JOHANNESBURG

HEMIS INSTIT. CODE-->

H07

TOTAL WEIGHTED FTE STUDENTS ENROLLED ----->	32605			
<b>INCOME STATEMENT</b>	<b>TOTALS</b>			
	<b>ACTUAL</b>	<b>FINAL BUDGET</b>	<b>&lt;--- PROJECTIONS ---&gt;</b>	
	<b>2006</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
<b>INCOME</b>				
<b>EDUCATION AND GENERAL - council controlled</b>				
<b>RECURRENT</b>	1542003	1158404	1251712	0
State Appropriations - General Purposes	695278	662740	716363	
Fees - Formal Tuition & Related	426406	365866	403489	
Fees - Other incl Short informal courses	55858	54102	13460	
Contract Income - Research	12584	10650	4000	
Other	4406			
Sales - Goods & Services	43326	35579	35000	
Private Gifts & Grants - General Purposes	79803		20000	
Investment Income - Interest, Dividends etc - General Purposes	218814	22400	43900	
Other	5528	7067	15500	
<b>NON-RECURRENT</b>	10809	0	0	0
Disposal of expensed equipment	10809			
Other	0			
<b>TOTAL INCOME EDUC &amp; GEN - Council controlled</b>	1552812	1158404	1251712	0
<b>EDUCATION AND GENERAL - specifically funded</b>				
State Appropriations - Special Purposes	0			
Contract Income - Research	6545			
Other	71			
Sales - Goods & Services	9163			
Private Gifts & Grants - Specified Purposes	-38542			
Investment Income - Interest, Dividends etc - Specified Purposes	30391			
Other	10710			
Net Transfers - Funds not expended(-)/ Expen Funded from prior year income(+)	0			
<b>TOTAL INCOME EDUC &amp; GEN. - Specified Purposes</b>	18338			
<b>TOTAL INCOME EDUCATION &amp; GENERAL</b>	1571150			
<b>STUDENT &amp; STAFF ACCOMMODATION</b>				
State Appropriations specified purposes	-439			
Fees - Accommodation	26091	45782	50999	
Sales - Goods & Services	370			
Private Gifts & Grants - Specified Purposes				
Investment Income - Interest, Dividends etc - Specified Purposes	3232			
Other				
<b>TOTAL INCOME STUDENT &amp; STAFF ACCOMMODATION</b>	29254	45782	50999	0
<b>TOTAL INCOME - EDUC. &amp; GEN. SPECIFIED PURPOSES, ACCOMM.</b>	1600404			
<b>EXPENDITURES</b>				
<b>EDUCATION AND GENERAL - council controlled</b>				
<b>Personnel (Recurrent) - Cost of employment inc all benefits &amp; taxes</b>	785028	699232	852121	0
Academic - (before the provisions referred to below)	389945	699232	852121	
Academic - employ /post employ benefit/obligation provisions (incl accum leave)	6264			
Other - (before the provisions referred to below)	382672			
Other - employ /post employ benefit/obligation provisions (incl accum leave)	6147			
<b>Other operating expenditures (incl depreciation &amp; other provisions)</b>	514979	460818	450063	0
Recurrent	471686	460818	450063	0
Operational costs including Bursaries/Scholarships	440938	429820	408567	
Depreciation Provision incl Additional	24806	22442	30000	
Finance costs	5942	8556	11496	
Other				
Non-recurrent including extraordinary items & additional depreciation	43293	0	0	0
Personnel - Cost of employment inc all benefits, provisions & taxes				
Other	43293			
<b>Hospitals</b>	0	0	0	0
Personnel Compensation				
Other Current Operating Costs				
Capital Expenditure Expensed				
<b>Independent Operations (HEMIS definition)</b>	0	0	0	0
Personnel Compensation				
Other Current Operating Costs				
Capital Expenditure Expensed				
<b>TOTAL Expenditure Education &amp; General (as per Income Statement)</b>	1300007	1160050	1302184	0
<b>SPECIFICALLY FUNDED ACTIVITIES</b>				
Personnel compensation inc all benefits - Academic staff	7822			
Personnel compensation inc all benefits - Other staff	7678			
Recurrent operating costs	14578			
Scholarships (institution awarded from specific purpose donated/provided funds)	3941			
Depreciation incl Additional	992			
Finance costs	502			
Other				
Non recurrent expenditure expensed	1303			
<b>TOTAL Expenditure Specifically Funded Activities (as per Inc.Stat.)</b>	36816			
<b>TOTAL Expenditure E &amp; G and Spec Funded (as per Inc. Statement)</b>	1336823			

<b>STUDENT &amp; STAFF ACCOMMODATION</b>				
Personnel Compensation	5138	10252	12754	
Recurrent Operating Costs	22973	30299	32764	
Depreciation incl. Additional	1565			
Finance costs	4384			
Other				
Non recurrent expenditure expensed incl. Additional Depreciation	223		326	
<b>TOTAL Expenditure Student/Staff Accommodation (as per Inc. Stat)</b>	<b>34283</b>	<b>40551</b>	<b>45844</b>	<b>0</b>
<b>TOTAL Expenditure all activities (as per Income Statement)</b>	<b>1371106</b>			
<b>SURPLUS/DEFICIT ALL ACTIVITIES (as per Income Statement)</b>	<b>229298</b>			
<b>OTHER FINANCIAL INFORMATION - All funding sources</b>				
<b>Personnel costs - Recurrent (cost to employer inc. all benefits &amp; prov's)</b>	<b>805666</b>			
Academic staff (Permanent)	361348			
Academic staff (Fixed-term)	45276			
Library Professional staff	24887			
Library Other staff	0			
Information Technology & Computer support staff	14183			
Other personnel (Full-time, Part-time)	359972			
<b>Personnel Costs - Non-Recurrent (Cost to Employer)</b>	<b>0</b>			
Academic - incl. All benefits and provisions				
Other personnel - incl. All benefits and provisions				
Retrenchment & related costs				
Accumulated leave/Post-retirement & related benefits provided (Prior years)				
<b>Outsourced contract costs for</b>	<b>21089</b>			
Security	12001			
Cleaning	9088			
Grounds & gardens				
Catering				
Information Technology and computer services				
Maintenance				
Other				
<b>Aggregate Other Expenditure</b>	<b>118410</b>			
<b>Recurrent</b>	<b>73591</b>			
Bursaries & Scholarships	35401			
Depreciation including Additional	27363			
Finance costs	10827			
Other				
<b>Non-Recurrent</b>	<b>44819</b>			
Additional Depreciation				
Capital items expensed	44819			
Other				
<b>Bursaries &amp; Scholarships (institution funded)</b>	<b>23428</b>	<b>0</b>	<b>0</b>	<b>0</b>
First Qualification	16935			
Higher Qualification	6493			
<b>Student debt - Fees, Loans &amp; Other (before any provisions)</b>	<b>97826</b>			
<b>Student debt written off and/or adjustment to amount provided</b>	<b>6009</b>			
<b>Amount of provision for irrecoverable student debt</b>	<b>56430</b>			
<b>Bursaries &amp; Scholarships Tuition only (NSFAS &amp; Other outside funded)</b>	<b>495</b>	<b>0</b>	<b>0</b>	<b>0</b>
Students - First Qualification	495			
Students - Higher Qualification	0			
<b>Financial aid - Student Accommodation Paid- if available separately</b>				
<b>Staff indebtedness - loans and other</b>	<b>6873</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Staff Accommodation</b>				
Total loan indebtedness outstanding	6873			
<b>Total student housing Operating cost per FTE student housed</b>				
<b>LOANS GRANTED - Institution funded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Students - First qualification	0			
Higher qualification	0			
<b>LOANS GRANTED - NSFAS funded</b>	<b>100212</b>	<b>0</b>	<b>0</b>	<b>0</b>
Students - First qualification	100212			
Higher qualification				
<b>LOANS GRANTED - Other outside funded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Students - First qualification	0			
Higher qualification	0			
Students - Amount of Loans granted in current year - Total	100212	0	0	0
Staff - Total amount of Loans granted in current year - Academic Professional	0			
Other	0			
Staff - Amount of staff loans granted during year - Total	0	0	0	0
Capital Expenditure - Land & Buildings	20039			
Capital Expenditure - Non-Current Investments	1170476			
Capital Expenditure Capitalised - Other	19624			
Proceeds disposal - Non-current assets - Land & Buildings	0			
Proceeds disposal - Non-current Investments	648318			
Proceeds disposal - Non-current assets - Other	10809			
Increase/Decrease(-) in Borrowings - Non-current (Year end balance yrs. n-(n-1))	-3097			
Increase/Decrease(-) in Borrowings - Current - (Year end balance yrs. n-(n-1))	-11093			
<b>CASH &amp; CASH EQUIVALENTS (CASHFLOW) - YEAR-END BALANCE</b>	<b>411242</b>			
<b>CASH &amp; CASH EQUIVALENTS (CASHFLOW) - YEAR-BEGINNING BALANCE</b>	<b>230075</b>			
<b>CASH &amp; CASH EQUIVALENTS (CASHFLOW) - CHANGE</b>	<b>181167</b>			

<b>BALANCE SHEET - FOR REPORTING YEAR ONLY</b>		<b>R'000's</b>	<b>161880</b>	<b>121060</b>
<b>ASSETS</b>		<b>2853402</b>	<b>-508020</b>	<b>-60134</b>
<b>Non-current - PPE</b>		<b>666370</b>		<b>60926</b>
Intangible property		12713	-346140	101746
Investments - Marketable securities		1663776	9262	60134
Deposits with Public Investment Commissioners		0	361	161880
Other		0	4226	
Receivables		2523	-332291	
		<b>2345382</b>	<b>0</b>	
<b>Current - Inventories</b>		<b>3279</b>	<b>-1249724</b>	
Receivables		93499	-1582015	
Investments - Marketable securities		0	14222	
Deposits with Public Investment Commissioners		0	1567793	
Other		0	386584	
Cash & cash equivalents		411242	257936	
		<b>508020</b>	<b>-921273</b>	
<b>FUNDS &amp; LIABILITIES</b>		<b>2402903</b>	<b>0</b>	
<b>FUNDS</b>		<b>2038718</b>	<b>-921273</b>	
Non-distributable reserves - Invested in and/or held for PPE		617480		
Restricted use funds reserves - Residences		51443		
- Student Loan Funds		0		
- Endowment & Trust Funds		518112		
- Education & general				
Unrestricted use income - Endowment & Trust Funds - Education & general		464429		
- Reserves		387254		
<b>NON-CURRENT LIABILITIES</b>		<b>243125</b>		
Borrowings - (not state subsidised)		33804		
Borrowings - (state subsidised)		24072		
Employment benefit obligations		56006		
Post employment benefits/obligations		129243		
Other				
<b>CURRENT LIABILITIES</b>		<b>121060</b>		
Accounts payable & accrued liabilities		60926		
Provision for employment/post-employment benefits/obligations		18889		
Deposits held		37520		
Current portion of borrowings - General (Incl. Bank loan/Overdrawn)		0		
State subsidised		3725		
Other				
<b>Aggregate Depreciation Provisions (Total provided to date - Per Note 1 AFS)</b>		<b>284430</b>		
<b>Market value of non-current investments Year n</b>		<b>1663776</b>		
<b>Market value of non-current investments Year n-1</b>		<b>1558695</b>		
<b>Off balance sheet liabilities</b>		<b>0</b>		
<b>SUPPLEMENTARY DATA</b>				
<b>INSTRUCTION, RESEARCH, COMMUNITY SERVICE AND RELATED SUPPORT</b>				
Personnel cost		471727		
Supplies & Services		149893		
Outsourced Supplies & Services		0		
Fixed property Costs (incl. rental)		0		
Fixed Equipment costs (incl. Depreciation & capex)		40921		
Bursaries		31242		
Cost of goods purchased for re-sale		0		
<b>Total</b>		<b>693783</b>		
<b>STUDENT SERVICES</b>				
Personnel cost		6466		
Supplies & Services		4171		
Outsourced Supplies & Services		0		
Fixed property Costs (incl. rental)		0		
Fixed Equipment costs (incl. Depreciation & capex)		561		
Bursaries		0		
Cost of goods purchased for re-sale		0		
<b>Total</b>		<b>11198</b>		
<b>INSTITUTIONAL SUPPORT</b>				
Personnel cost		245686		
Supplies & Services		105284		
Outsourced Supplies & Services		0		
Fixed property Costs (incl. rental)		0		
Fixed Equipment costs (incl. Depreciation & capex)		21313		
Bursaries		0		
Cost of goods purchased for re-sale		0		
<b>Total</b>		<b>372283</b>		
<b>OPERATION &amp; MAINTENANCE OF REAL ESTATE &amp; PLANT</b>				
Personnel cost		61149		
Supplies & Services		131695		
Outsourced Supplies & Services		21089		
Fixed property Costs (incl. rental)		0		
Fixed Equipment costs (incl. Depreciation & capex)		5304		
Cost of goods purchased for re-sale		0		
<b>Total</b>		<b>219237</b>		
<b>HOSPITALS</b>				
Personnel cost		0		
Supplies & Services		0		
Outsourced Supplies & Services		0		
Fixed property Costs (incl. rental)		0		
Fixed Equipment costs (incl. Depreciation & capex)		0		
Cost of goods purchased for re-sale		0		
<b>Total</b>		<b>0</b>		

<b>INDEPENDENT OPERATIONS</b>	
Personnel cost	0
Supplies & Services	0
Outsourced Supplies & Services	0
Fixed property Costs (incl. rental)	0
Fixed Equipment costs (incl. Depreciation & capex)	0
Cost of goods purchased for re-sale	0
<b>Total</b>	
<b>Grand Total</b>	1296501
<b>NON-CURRENT AND CURRENT INVESTMENTS AT 31 DECEMBER 2005</b>	
<b>NON-CURRENT INVESTMENTS</b>	
<b>State Stocks &amp; Bonds &amp; Stocks &amp; Debentures in public corporations</b>	
Carrying value at start of year	38934
Additions at cost	40673
Disposals/write offs during year	11894
Surpluses/deficits incurred	260
Increase/decrease in market values	-43
Carrying value at end of year	66473
Total income received during year	67668
<b>Municipal stock</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Shares listed on the Securities Exchange</b>	
Carrying value at start of year	971242
Additions at cost	324435
Disposals/write offs during year	384098
Surpluses/deficits incurred	140177
Increase/decrease in market values	265599
Carrying value at end of year	628408
Total income received during year	1068581
<b>Shares not Listed on Securities Exchange</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Money Market Deposits</b>	
Carrying value at start of year	132291
Additions at cost	129579
Disposals/write offs during year	92925
Surpluses/deficits incurred	0
Increase/decrease in market values	1376
Carrying value at end of year	168353
Total income received during year	9356
<b>Other</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	2010
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	358
Total income received during year	358
<b>CURRENT INVESTMENTS</b>	
<b>Shares listed on the Securities Exchange</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Shares not Listed on Securities Exchange</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Other listed (specify)</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0

<b>Other unlisted (specify)</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Money Market Deposits</b>	
Carrying value at start of year	572912
Additions at cost	481238
Disposals/write offs during year	476076
Surpluses/deficits incurred	0
Increase/decrease in market values	-1603
Carrying value at end of year	575828
Total income received during year	576466
<b>Other (specify)</b>	
Carrying value at start of year	0
Additions at cost	0
Disposals/write offs during year	0
Surpluses/deficits incurred	0
Increase/decrease in market values	0
Carrying value at end of year	0
Total income received during year	0
<b>Grand Total of income received during year</b>	
<b>NON-CURRENT AND CURRENT BORROWINGS AT 31 DECEMBER 2003</b>	
<b>State Loans Received</b>	
Outstanding at start of year	6356
Outstanding at end of year	0
Amount repayable within one year	0
<b>Private Loans received</b>	
<b>Banking Institutions - Overdraft</b>	
Outstanding at start of year	0
Outstanding at end of year	0
Amount repayable within one year	0
<b>Banking Institutions - Other (specify)</b>	
Outstanding at start of year	44676
Outstanding at end of year	36501
Amount repayable within one year	239
<b>Pensions &amp; Provident Funds</b>	
Outstanding at start of year	5930
Outstanding at end of year	5160
Amount repayable within one year	787
<b>Insurers</b>	
Outstanding at start of year	18629
Outstanding at end of year	13594
Amount repayable within one year	2483
<b>Other Financial institutions</b>	
Outstanding at start of year	203
Outstanding at end of year	166
Amount repayable within one year	25
<b>Other - Specify</b>	
Outstanding at start of year	0
Outstanding at end of year	0
Amount repayable within one year	0



**CHAPTER 6.7.1**
**PERFORMANCE/STATUS INDICATORS FROM UNIVERSITIES & UNIVERSITIES OF TECHNOLOGY**
**UNIVERSITY OF JOHANNESBURG**
**HEMIS INSTIT. CODE-->**
**H07**

	Expressed as %
<b>2005</b>	
<b>FUNDS</b>	100.00%
Non-distributable reserves - Invested in and/or held for PPE/Total Funds	30.29%
Restricted & Administered Funds (Residences)/Total Funds	2.52%
Restricted & Administered Funds (Student loans)/Total Funds	0.00%
Restricted & Administered Funds (Endowment and Trusts)/Total Funds	25.41%
Restricted & Administered Funds (Other)/Total Funds	0.00%
Unrestricted + Council Designated (Endowment and Trusts)/Total Funds	22.78%
Unrestricted + Council Designated Funds (General)/Total Funds	18.99%
Capitalisation level (computed according to the formula)	-896134900
<b>LIABILITIES</b>	
Total Liabilities/(Total Funds + Total Liabilities)	15.16%
Current Liabilities/Total Liabilities	33.24%
<b>ASSETS</b>	99.55%
PPE(carrying value)/Total Assets(carrying value)	23.35%
Non-current Investments (carrying value)/Total Assets (carrying value)	58.31%
Non-current Investments (market value)/Non-current Investments (carrying value)	100.00%
Non-current receivables/Total Assets (carrying value)	0.09%
Current Assets (carrying value)/Total Assets (carrying value)	17.80%
<b>LIQUIDITY (based on carrying values unless otherwise stated)</b>	<b>Ratios or %</b>
Current Assets/Current Liabilities	4.1964
Cash retained/utilised(-)/Cash Balance (beginning of year) [CashFlow Statement]	0.787
(Current Assets - Inventories)/Current Liabilities	4.1693
(Current Assets - Inventories - Current Liabilities)/Monthly Payroll *----->	5.715
Provision for irrecoverable student debt/Total student debt outstanding	57.68%
Student Fee debt (year n)/all student fees (year n) *----->	27.42%
Student Fee debt (year n-1)/all student fees (year n-1) *----->	26.89%
Student Fee debt (year n-(>1))/all student fees (year n-(>1)) *----->	45.69%
<b>INVESTMENTS (Quoted)</b>	
(Marketvalue(year n) )-(marketvalue(year n-1))	105081
((Marketvalue(year n)-(marketvalue(year n-1)))/(Marketvalue (year n-1))	6.74%
Income (dividends+interest)/ Average Annual Marketvalue (computed quarterly) *----->	5.05%
<b>INVESTMENTS (UNQUOTED)</b>	
Estimated realisable value/Cost *----->	171.03%
Total Income/Estimated realisable value *----->	77.13%
<b>NOTE: Calculations computed automatically except those marked "*"-----&gt;</b>	
<b>EDUCATION &amp; GENERAL</b>	
<b>INCOME (UNRESTRICTED - COUNCIL CONTROLLED)</b>	100.00%
State appropriations total/Total column recurrent income	44.78%
Fee income/Total column recurrent income	31.06%
Contract income/ Total column recurrent income	1.09%
Sales of goods & services/Total column recurrent income	2.79%
Total gifts & grants/Total column recurrent income	5.14%
Investment income/Total column recurrent income	14.09%
Other recurrent income/Total column recurrent income	0.36%
Non-recurrent - Proceeds of or Profit on sale of assets/Total column income	0.01
Non-recurrent - Other/Total column income	0.00
State appropriations total/Total weighted FTE students enrolled	21.32
Tuition fee income/Total weighted FTE students enrolled	13.08
Other income/Total weighted FTE students enrolled	12.89
Non-recurrent income/Total weighted FTE students enrolled	0.33
Total Income/Total Weighted FTE students enrolled	47.62
<b>Aggregate components Unrestricted Recurrent Income items</b>	99.30%
<b>(State Appropriations + Tuition &amp; Related Fees)/Total Recurrent Income</b>	76.36%
Surplus (+)/Deficit(-)/Total column income	16.28%
<b>INCOME (SPECIFICALLY FUNDED ACTIVITIES)</b>	100.00%
State appropriations & grants/Total column income	0.00%
Total gifts & grants/Total column Income	-210.18%
Contract income/ Total column income	36.08%
Sales of goods & services/Total column income	49.97%
Investment income/Total column income	165.73%
Other income/Total column income	58.40%
Net Transfers/Total column income	0.00%
Surplus (+)/Deficit(-)/Total column income	-100.76%
<b>Income (unrestricted)/((Income (unrestricted) + income (specific activities))</b>	98.83%

<b>INCOME (STUDENT/STAFF ACCOMMODATION)</b>	<b>100.00%</b>
State appropriations & grants/Total column income	-1.50%
Fee income/Total column income	89.19%
Total sales goods & services/Total column income	1.26%
Total gifts & grants/Total column Income	0.00%
Investment income/Total column income	11.05%
Other income/Total column income	0.00%
Surplus (+)/Deficit(-)/Total column income	-17.19%
<b>EXPENDITURE (EDUCATION &amp; GENERAL)</b>	<b>83.72%</b>
Personnel cost /Total column recurrent income	50.91%
Academic Personnel (before provisions)/Total column recurrent income	25.29%
Academic Personnel (Employ/Post employ provisions)/Total column recurrent income	0.41%
Other Personnel cost /Total Column recurrent income	24.82%
Other Personnel (Employ/Post employ provisions)/Total column recurrent income	0.40%
Personnel cost /(Total subsidy + tuition fees)	69.99%
Current operating costs(exc depreciation & capex )/Total column recurrent income	27.08%
Bursaries/total column recurrent income	1.52%
Depreciation/total column recurrent income	1.61%
Finance costs/Total column recurrent income	0.39%
Other costs/Total column recurrent income	0.00%
<b>Aggregate components Recurrent Unrestricted funded items</b>	<b>81.50%</b>
Non-recurrent expenditure (inc additional deprec )/Total column non-recurrent income	400.53%
Hospitals expenditure/Total column income	0.00%
Independent Operations expenditure/Total column income	0.00%
Total recurrent expenditure/Total Weighted FTE students enrolled	38.544
Total recurrent personnel cost/Total Weighted FTE students enrolled	24.077
Academic staff recurrent personnel cost(all)/Total Weighted FTE students enrolled	11.960
% Academic staff per FTE/Total cost per FTE	31.03%
<b>EXPENDITURE (SPECIFICALLY FUNDED ACTIVITIES)</b>	<b>179.27%</b>
Personnel cost /Total column income	84.52%
Depreciation(inc additional)/total column income	79.50%
Current operating costs(exc additional deprec & capex )/Total column income	5.41%
Finance costs/Total column income	2.74%
Other expenditure/Total column income	0.00%
(Capital expenditure + Additional Depreciation)/Total column income	7.11%
Bursaries (outside funded)[if ascertainable] (Amount in R'000s)*----->	11973
<b>EXPENDITURE (STUDENT/STAFF ACCOMMODATION)</b>	<b>38.66%</b>
Personnel cost /Total column income	17.56%
Current operating costs(exc additional deprec & capex )/Total column income	5.35%
Finance costs/Total column income	14.99%
Other expenditure/Total column income	0.00%
(Capital expenditure + Additional Depreciation)/Total column income	0.76%
<b>Surplus(Total)/Total Income</b>	<b>14.33%</b>
<b>OTHER FINANCIAL DATA - All sources of funding/Total expenditure</b>	
<b>Personnel Costs - Recurrent</b>	<b>58.76%</b>
Academic staff (Permanent)/Total (all columns) Expenditure	26.35%
Academic staff (Fixed-term)/Total (all columns) Expenditure	3.30%
Library Professional staff/Total (all columns) Expenditure	1.82%
Library Other staff/Total (all columns) Expenditure	0.00%
Information Technology & Computer support staff/Total (all columns) Expenditure	1.03%
Other personnel (Full-time, Part-time)/Total (all columns) Expenditure	26.25%
<b>Personnel Costs - Non Recurrent</b>	<b>26.35%</b>
Academic/Total (all columns) Expenditure	26.35%
Other/Total (all columns) Expenditure	0.00%
Retrenchment costs/Total (all columns) Expenditure	0.00%
Accum Leave/Post-retirement Benefits (Prior years)/Total (all columns) Expenditure	0.00%
<b>Outsourced contract costs for:</b>	<b>1.54%</b>
Security/Total (all columns) Expenditure	0.88%
Cleaning/Total (all columns) Expenditure	0.66%
Grounds & gardens/Total(all columns) Expenditure	0.00%
Catering/Total (all columns) Expenditure	0.00%
Information Technology and computer services/Total (all columns) Expenditure	0.00%
Maintenance/Total (all columns) Expenditure	0.00%
Other/Total (all columns) Expenditure	0.00%
<b>Bursaries &amp; Scholarships (institution funded - Unrestricted)</b>	<b>1.52%</b>
First Qualification/Total recurrent unrestricted income	1.10%
Higher Qualification/Total recurrent unrestricted income	0.42%
First Qualification/Total student fee Income	3.97%
Higher Qualification/Total student fee Income	1.52%
<b>Student Financial aid:- Accommodation(all columns) Expenditure</b>	<b>0.00%</b>
<b>Student debt written off and/or provided as irrecoverable</b>	
(Written-off + Change in Provision for Irrecoverable)/Total recurrent unrestricted income	0.39%

<b>Other total operating expenditures (incl. depreciation &amp; other provisions)</b>	<b>4.69%</b>
Recurrent (excluding Outsourced, Bursaries & Debt write offs)	2.35%
Other Operating Costs(all)/Total (all columns) Expenditure	-0.44%
Depreciation Provision/Total (all columns) Expenditure	2.00%
Finance costs	0.79%
Non-recurrent	
Non-recurrent/ Total (all columns) Expenditure	3.27%
<b>Aggregate Expenditure/Total Income</b>	<b>85.67%</b>
Number of students receiving financial support from NSFAS funds*----->	7944
Number of students receiving financial support other than from NSFAS funds*----->	0
Proportion of student debt (total year's fees) funded from all sources of financial aid*%	26.23%
Proportion of students receiving financial support to total student number* %----->	32.39%
Net Capital expenditure/(PPE+Non-current investments)	23.65%
Increase/decrease(-) in non-current and current borrowings years (n -(n-1))	527.96%
Increase/decrease(-) in cash flow years (n -(n-1))	78.74%
<b>Expenditure by activity as a % of Grand Total</b>	
<b>Instruction, Research Community Services</b>	<b>51.10%</b>
Personnel	36.38%
Goods & services	11.56%
Cost of outsourced services	0.00%
Fixed property costs including rentals	0.00%
Equipment costs including depreciation, maintenance and CAPEX expensed	3.16%
Cost of goods acquired for re-sale	0.00%
<b>Student services</b>	<b>0.86%</b>
Personnel	0.50%
Supplies and Services	0.32%
Cost of outsourced services	0.00%
Fixed property costs including rentals	0.00%
Equipment costs including depreciation, maintenance and CAPEX expensed	0.04%
Bursaries	0.00%
Cost of goods acquired for re-sale	0.00%
<b>Institutional support</b>	<b>28.71%</b>
Personnel	18.95%
Supplies and Services	8.12%
Cost of outsourced services	0.00%
Fixed property costs including rentals	0.00%
Equipment costs including depreciation, maintenance and CAPEX expensed	1.64%
Other	0.00%
<b>Operation &amp; maintenance of real estate and plant</b>	<b>116.91%</b>
Personnel	16.91%
Supplies and Services	0.00%
Cost of outsourced services	0.00%
Fixed property costs including rentals	100.00%
Equipment costs including depreciation, maintenance and CAPEX expensed	0.00%
Other	0.00%
<b>Other</b>	<b>0.00%</b>
Personnel	0.00%
Supplies and Services	0.00%
Cost of outsourced services	0.00%
Fixed property costs including rentals	0.00%
Equipment costs including depreciation, maintenance and CAPEX expensed	0.00%
Bursaries	0.00%
Cost of goods acquired for re-sale	0.00%
	<b>197.59%</b>
<b>LOANS GRANTED inc NSFAS (Actually granted during the current financial period)</b>	
<b>Institution</b>	
Students - First qualification/Total all student fee income	0.00%
Higher qualification/Total all student fee income	0.00%
Total/Total all student fee income	0.00%
Staff - Academic Professional/Academic profession total personnel cost	0.00%
Other/Other staff total personnel cost	0.00%
<b>NSFAS</b>	
Students - First qualification/Total all student fee income	22.15%
Higher qualification/Total all student fee income	0.00%
<b>Total NSFAS Loans/Total all student fee income</b>	<b>22.15%</b>
<b>Other</b>	
Students - First qualification/Total all student fee income	0.00%
Higher qualification/Total all student fee income	0.00%
<b>Total student loans granted/Total all student fee income</b>	<b>0.00%</b>

<b>BURSARIES &amp; SCHOLARSHIPS GRANTED (Institution funded)</b>	
Students - First Qualification/total student fee income	3.74%
Students - Higher Qualification/Total student fee income	1.43%
<b>Total/Total all student fee income</b>	<b>5.18%</b>
<b>BURSARIES &amp; SCHOLARSHIPS GRANTED (NSFAS &amp; Other outside funded)</b>	
Students - First Qualification/total student fee income	0.11%
Students - Higher Qualification/Total student fee income	0.00%
<b>NOTE: 'All student fee income' comprises tuition and related and accommodation fees</b>	
<b>Staff Compensation by category *-----&gt;</b>	<b>In R'000s</b>
(Total compensation, incl. All benefits)/FTE staff numbers for respective category)	
Categories.	
Academic professional	
Executive Management, Admin , Professional	
Specialist support	
Technical support	
Non-professional administrative	
Service	
Other	

## CHAPTER 6.7.2

### RATES OF CHANGE DATA: UNIVERSITIES & UNIVERSITIES OF TECHNOLOGY

UNIVERSITY OF JOHANNESBURG	HEMIS INSTIT. CODE--	H07
PROJECTIONS & BUDGETS - RATES OF CHANGE		Expressed
<b>n=2006</b>		
<b>Projections &amp; Budgets - Rates of Change</b>		as %
<b>Projections</b>		
<b>Student Numbers</b>		
Student Numbers $((n+1)-(n))/n$		-100.00%
$((n+2)-(n+1))/(n+1)$		#DIV/0!
<b>Projections</b>		
<b>Education &amp; General - Unrestructured Funds</b>		
<b>Income</b>		
State appropriations $((n+1)-(n))/n$		3.03%
$((n+2)-(n+1))/(n+1)$		-100.00%
Fee Income $((n+1)-(n))/n$		-5.37%
$((n+2)-(n+1))/(n+1)$		-100.00%
Other income $((n+1)-(n))/n$		76.65%
$((n+2)-(n+1))/(n+1)$		-100.00%
<b>Expenditure</b>		
Personnel cost $((n+1)-(n))/n$		8.55%
$((n+2)-(n+1))/(n+1)$		-100.00%
Other costs $((n+1)-(n))/n$		-12.61%
$((n+2)-(n+1))/(n+1)$		-100.00%
<b>Annual Budget</b>		
<b>Actual:Budgeted</b>		
<b>Income</b>		
State appropriations $((n+1)-(n))/n$		-4.91%
Tuition, Related & Other Fees		#DIV/0!
Other income $((n+1)-(n))/n$		#DIV/0!
<b>Expenditure</b>		
Personnel cost $((n+1)-(n))/n$		#DIV/0!
Other costs $((n+1)-(n))/n$		#DIV/0!
<b>Projections</b>		
<b>Student/staff accommodation</b>		
<b>Income</b>		
State appropriations $((n+1)-(n))/n$		-100.00%
$((n+2)-(n+1))/(n+1)$		#DIV/0!
Fee Income $((n+1)-(n))/n$		95.47%
$((n+2)-(n+1))/(n+1)$		-100.00%
Other income $((n+1)-(n))/n$		-100.00%
$((n+2)-(n+1))/(n+1)$		#DIV/0!
<b>Expenditure</b>		
Personnel cost $((n+1)-(n))/n$		148.23%
$((n+2)-(n+1))/(n+1)$		-100.00%
Other costs $((n+1)-(n))/n$		-100.00%
$((n+2)-(n+1))/(n+1)$		#DIV/0!
<b>Annual Budget</b>		
<b>Actual:Budgeted</b>		
<b>Income</b>		
State appropriations $((n+1)-(n))/n$		#DIV/0!
Fee Income $((n+1)-(n))/n$		43.01%
Other income $((n+1)-(n))/n$		#DIV/0!

<b>Expenditure</b>	
Personnel cost $((n+1)-(n))/(n)$	49.88%
Other costs $((n+1)-(n))/(n)$	-3.81%
<b>Projections</b>	
<b>Financial Aid</b>	
Bursaries & scholarships - institution funded $((n+1)-(n))/(n)$	-100.00%
$((n+2)-(n+1))/(n+1)$	#DIV/0!
Bursaries & scholarships - outside funded $((n+1)-(n))/(n)$	-100.00%
$((n+2)-(n+1))/(n+1)$	#DIV/0!
Student debt written off $((n+1)-(n))/(n)$	-100.00%
$((n+2)-(n+1))/(n+1)$	#DIV/0!
Aggregate student debt (Current & loans) $((n+1)-(n))/(n)$	-100.00%
$((n+2)-(n+1))/(n+1)$	#DIV/0!
<b>Projections</b>	
<b>Cash &amp; cash equivalents Position</b>	
Cash & cash equivalents (Cash flow) $((n+1)-(n))/(n)$	-100.00%
$((n+2)-(n+1))/(n+1)$	#DIV/0!

## SUPPLEMENTARY FINANCIAL DATA FROM UNIVERSITIES &amp; UNIVERSITIES OF TECHNOLOGY

UNIVERSITY OF JOHANNESBURG

HEMIS INSTIT. CODE--&gt;

H07

2006

EXPENDITURE BY ACTIVITY CATEGORY (EDUCATION &amp; GENERAL) FOR THE YEAR ENDED 31 DECEMBER 2005

R'000s

ACTIVITIES	PERSONNEL COST	SUPPLIES & SERVICES	COST OF SERVICES OUTSOURCED	FIXED PROPERTIES COST INCL RENTAL	EQUIPMENT COSTS INCL. DEPRECIATION & CAPEX EXPENSED	BURSARIES	COST OF ITEMS ACQUIRED FOR RE-SALE	TOTAL
INSTRUCTION, RESEARCH, COMMUNITY								
SERVICE AND RELATED SUPPORT *	471727	149893			40921	31242		693783
STUDENT SERVICES	6466	4171			561			11198
INSTITUTIONAL SUPPORT *	245686	105284			21313			372283
OPERATION & MAINTENANCE OF REAL ESTATE AND PLANT	61149	131695	21089		5304			219237
HOSPITALS								
INDEPENDENT OPERATIONS								
<b>TOTAL</b>	<b>785028</b>	<b>391043</b>	<b>21089</b>	<b>0</b>	<b>68099</b>	<b>31242</b>	<b>0</b>	<b>1296501</b>

\* Support includes managerial, administrative, secretarial and technical activities and professional services

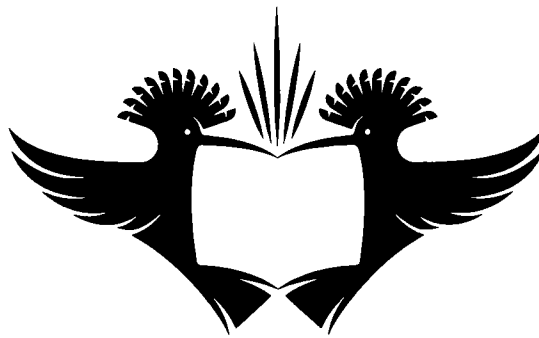
**NON-CURRENT AND CURRENT INVESTMENTS AT 31 DECEMBER 2005**
**R'000s**

Carrying value=Book Value----->									
TYPE OF INVESTMENT	CARRYING VALUE AT START OF YEAR	MARKET VALUE AT START OF YEAR	COST OF ADDITIONS DURING YEAR	DISPOSALS/ WRITE-OFFS DURING YEAR	SURPLUS/ DEFICIT ON DISPOSALS	INCREASE/ DECREASE IN MARKET VALUE	CARRYING VALUE AT END OF YEAR	MARKET/EST. REALISABLE VALUE AT YEAR END	TOTAL INCOME RECEIVED
<b>NON-CURRENT INVESTMENTS</b>									
STATE STOCKS & BONDS }	148,841	159,898	194,551	159,401	103	-4,435	184,094	190,613	15,613
STOCK/DEBENTURES IN PUBLIC CORP'S }----->	37,434	38,934	40,673	11,894	260	-43	66,473	67,668	4,395
MUNICIPAL STOCK									
SHARES (LISTED)	547,894	971,242	324,435	384,098	140,177	265,599	628,408	1,068,581	26,220
SHARES (UNLISTED)									
MONEY MARKET DEPOSITS	131,699	132,291	129,579	92,925		1,376	168,353	170,320	9,356
OTHER (SPECIFY) [On line below]	2,368	2,368		2,010			358	358	
PIC. INSURANCE COMPANIES AND PROPERTY	11,135	11,126		10,125			1,010	1,010	
<b>CURRENT INVESTMENTS</b>									
SHARES (LISTED)									
SHARES (UNLISTED)									
OTHER (LISTED) - SPECIFY									
OTHER (UNLISTED) - SPECIFY									
MONEY MARKET DEPOSITS	570,666	572,912	481,238	476,076		-1,603	575,828	576,466	49,157
OTHER (SPECIFY) [On line below]									
<b>TOTAL</b>	<b>1,450,037</b>	<b>1,888,771</b>	<b>1,170,476</b>	<b>1,136,529</b>	<b>140,540</b>	<b>260,894</b>	<b>1,624,524</b>	<b>2,075,016</b>	<b>104,741</b>

**NON-CURRENT AND CURRENT BORROWINGS AT 31 DECEMBER 2005**
**R'000s**

TYPE	OUTSTANDING AT START OF YEAR	OUTSTANDING AT END OF YEAR	AMOUNT PAYABLE WITHIN ONE YEAR
STATE LOANS RECEIVED	6356	6183	191
PRIVATE LOANS RECEIVED			
BANKING INSTITUTIONS - OVERDRAFT			
BANKING INSTITUTIONS - OTHER (SPECIFY)	44676	36501	239
PENSION & PROVIDENT FUNDS	5930	5160	787
INSURERS	18629	13594	2483
OTHER FINANCIAL INSTITUTIONS	203	166	25
OTHER - SPECIFY			
<b>TOTAL</b>	<b>75794</b>	<b>61604</b>	<b>3725</b>





**UNIVERSITY  
OF  
JOHANNESBURG**

## **Annexure 1**

# **STRATEGIC PLAN OF THE UNIVERSITY OF JOHANNESBURG**

### **Vision**

A premier, embracing, African city university offering a mix of vocational and academic programmes that advances freedom, democracy, equality and human dignity as high ideals of humanity through distinguished scholarship, excellence in teaching, reputable research and innovation, and through putting intellectual capital to work.

### **Mission**

We are committed to:

- Partnerships with our communities;
- Supporting access to a wide spectrum of academic and technological teaching, learning and research;
- Leading, challenging, creating and exploring knowledge.

### **Values**

- Academic distinction;
- Integrity and respect for diversity and human dignity;
- Academic freedom and accountability;
- Individuality and collective effort;
- Innovation.

## STRATEGIC GOALS:

### GOAL ONE: A REPUTABLE BRAND

---

To promote recognition of the University of Johannesburg as a South African institution whose brand is synonymous with:

- Excellence in teaching and learning;
- Nationally and internationally competitive and innovative research;
- Contributions to the well-being of its stakeholder communities.

#### Key Performance Indicators (KPI):

Recognition of the University as evidenced in:

1. Brand Recall
2. Brand Resonance
3. Brand Reality
4. Brand loyalty

### GOAL TWO: EXCELLENCE IN TEACHING AND LEARNING

---

To promote and sustain excellence in teaching and learning by quality assurance practices and actively developing and implementing innovative teaching, learning and assessment strategies.

#### Key Performance Indicators (KPI):

1. Learning excellence.
2. Teaching excellence.
3. Relevance/impact/diversity of programmes.
4. Keeping abreast of innovative teaching and learning developments.
5. Lifelong learning.

### GOAL THREE: INTERNATIONALLY COMPETITIVE RESEARCH

---

To establish the University of Johannesburg among the top research universities in the country in terms of nationally and internationally accepted research criteria.

#### Key Performance Indicators (KPI):

1. Accredited research output
2. Non-subsidy research income.
3. Number and level of NRF-rated researchers.
4. Staff profile in terms of research qualifications.
5. Active formal research collaboration with national and international partners.

### GOAL FOUR: AN ENGAGED UNIVERSITY

---

To add value to external constituencies through strategic initiatives and partnerships.

#### Key Performance Indicators (KPI):

1. Community engagement projects.
2. Rands spent on community engagement.
3. Active engagement with the challenges of SADC and the African continent.
4. Stature of strategic partners.
5. Contract value of strategic partnerships.

### GOAL FIVE: MAXIMIZING THE INTELLECTUAL CAPITAL

---

To create and maintain an environment and institutional climate in which the intellectual capital of the university is actively developed, sustained and utilised in the best interest of the University, the community, the country, and the individual.

#### Key Performance Indicators (KPI):

1. Qualifications of instruction/research staff.
2. Talent management.

### GOAL SIX: INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS

---

To ensure the highest levels of efficiency and effectiveness at all management levels.

#### Key Performance Indicators (KPI):

1. Effectiveness.
2. Future sustainability.
3. Efficiency.
4. Progress towards attaining HEQC audit criteria.
5. Corporate governance.

## **GOAL SEVEN: CULTURE OF TRANSFORMATION**

---

To promote the UJ Values and create an institutional culture of responsiveness to national transformation imperatives.

### **Key Performance Indicators (KPI):**

1. Widening of participation in terms of race, gender and disability.
2. Institutional differentiation through programme diversity.
3. Progress with the promotion of UJ values.

## **GOAL EIGHT: COMPETITIVE RESOURCING**

---

To secure the financial resources to develop strategic initiatives and sustain and grow effective operational activities.

### **Key Performance Indicators (KPI):**

1. Size of income.
2. Diversity of income.

## **GOAL NINE: THE PREFERRED STUDENT EXPERIENCE**

---

To promote the holistic development of the student in preparation for the world of work and responsible citizenship.

### **Key Performance Indicators (KPI):**

1. Student preference.
2. Holistic development.
3. Student wellness.
4. Caring environment.
5. Safe environment.

## **GOAL TEN: FOCUS ON THE GAUTENG CITY REGION**

---

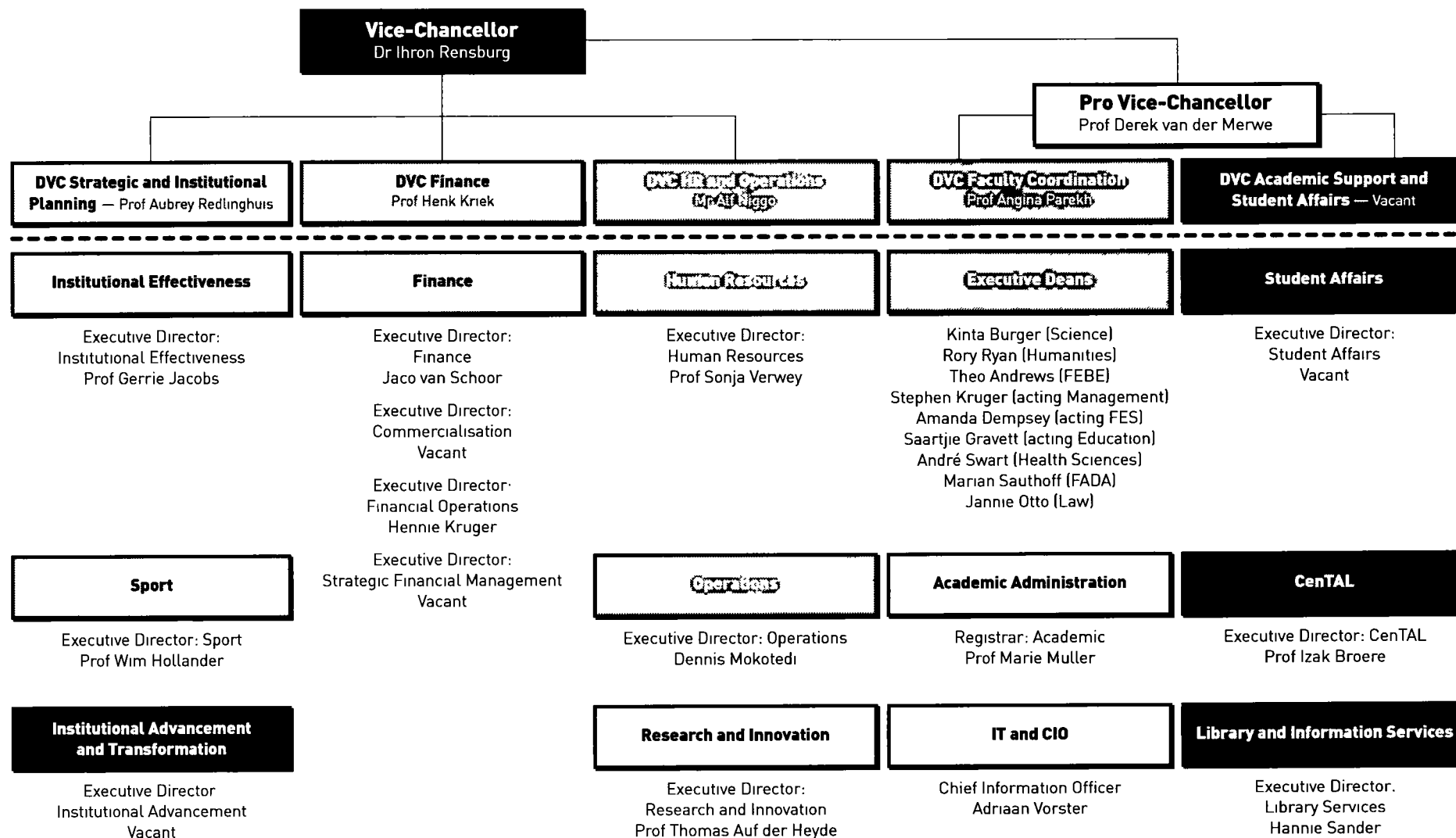
To establish the university as a partner and prime stakeholder in the Gauteng City Region and its development.

### **Key Performance Indicators (KPI):**

1. Value of joint development projects.
2. Number of joint development projects.

## Annexure 2

# MANAGEMENT STRUCTURE OF THE UNIVERSITY OF JOHANNESBURG





**UNIVERSITY  
OF  
JOHANNESBURG**

**Annexure 3**

**EMPLOYMENT EQUITY REPORT OF THE  
UNIVERSITY OF JOHANNESBURG**

## PLEASE READ THIS FIRST

### PURPOSE OF THIS FORM

This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998.

This form contains the format for employment equity reporting by employers to the Department of Labour. Both small employers (i.e. employers employing fewer than 150 employees) and large employers (i.e. employers employing 150 or more employees) are required to use this form. Those employers who are not designated, but wish to voluntarily comply, must also use this reporting form.

Although all sections of this form apply to large employers, only certain sections of this form should be completed by small employers. Employers who report for the first time are not required to complete the progress report section of this form.

### WHO SHOULD COMPLETE THIS FORM?

All designated employers that have to submit a report in terms of the Employment Equity Act, 55 of 1998. Employers who wish to voluntarily comply with the reporting requirements of the Act are also required to complete this form.

### WHEN SHOULD EMPLOYERS REPORT?

Large employers must submit their first report within six months of being designated, and thereafter annually on the first working day of October; and Small employers must submit their first report within twelve months of being designated, and thereafter on the first working day of October of every year that ends with an even number.

### ESSENTIAL REQUIREMENTS

Large employers, i.e. employers with 150 and more employees, must complete the entire EEA2 reporting form. Small employers, i.e. employers with fewer than 150 employees, must only complete areas of the EEA2 form that apply to them. Large employers, i.e. employers with 150 and more employees, must complete the entire EEA2 reporting form. Small employers, i.e. employers with fewer than 150 employees, must only complete areas of the EEA2 form that apply to them. All relevant areas of the form must be fully and accurately completed by employers. **Designated employers who fail to observe this provision will be deemed not to have reported.** Guidance to overcome difficulties on how to complete the form properly must be obtained from the Department prior to completing and submitting the report.

### SEND TO:

Employment Equity Registry  
The Department of Labour  
Private Bag X117  
Pretoria 0001  
Telephone: 012 3094000  
Facsimile: 012 3094737 / 3094188  
e-mail: [ee@labour.gov.za](mailto:ee@labour.gov.za)

## SECTION A: EMPLOYER DETAILS

Trade name	University of Johannesburg
DTI registration name	
DTI registration number	
PAYE/SARS number	7080754312
UIF reference number	U080754312
EE reference number	14687
Industry/Sector	Education
Seta classification	Higher Education - 92007
Telephone number	011- 489-2552
Fax number	011-489-2888
Email address	sverwey@uj.ac.za
Postal address	PO Box 524
	Auckland Park
Postal code	2006
City/Town	Johannesburg
Province	Gauteng
Physical address	Corner Kingsway and University Road
	Auckland Park
Postal code	2092
City/Town	Johannesburg
Province	Gauteng

### Details of CEO at the time of submitting this report

Name and surname	Dr IL Rensburg
Telephone number	011-4892202
Fax number	011-4892260
Email address	ilrensborg@uj.ac.za

### Details of Equity Manager at the time of submitting this report

Name and Surname	Mr A Higgo
Telephone number	011-4893920
Fax number	011-4893924
Email address	ahiggo@uj.ac.za

### Business type

- |  |   |
|--|---|
| <input type="checkbox"/> Private Sector          | <input type="checkbox"/> Parastatal                         |
| <input type="checkbox"/> National Government     | <input type="checkbox"/> Provincial Government              |
| <input type="checkbox"/> Local Government        | <input checked="" type="checkbox"/> Educational Institution |
| <input type="checkbox"/> Non-profit Organization |   |

### Information about the organization at the time of submitting this report

Number of employees in the organization	<input type="checkbox"/> 0 to 49 <input type="checkbox"/> 50 to 149 <input checked="" type="checkbox"/> 150 or more
In terms of Section 14 of the Act, are you voluntary complying?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is your organization an organ of State?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date of submitting this report	29 November 2006

Please indicate the preceding twelve-month period (in the case of large employers) or twenty-four month period (in the case of small employers) covered by this report, except for first time reporting where this may not be possible:

From (date): 1 September 2005 To (date): 31 August 2006

Please indicate below the duration of your current employment equity plan:

From (date): 1 September 2006 To (date): 31 August 2009

### Please read this first

- a. The preceding twelve-month period (in the case of large employers) or twenty-four month period (in the case of small employers) covered by employment equity employer reports must be the same for every reporting period.
- b. A summary providing guidelines on occupational categories and levels is provided in annexure 3 and annexure 4 of the regulations. Employers must complete the EEA2 form and the EEA4 form in accordance with Annexure 3 and Annexure 4.
- c. Non-permanent workers refer to those workers who are employed to work for less than 24 hours per month, or those workers engaged to work for not more than 3 continuous months.
- d. In Section B, the subtotals in terms of race and gender in the row dealing with **total permanent** employees in the table on occupational categories for **all employees**, which includes people with disabilities, must be exactly the same as the subtotals in the table on occupational levels for **all employees**. The same must apply to the subtotals in the **grand total** rows for occupational categories and levels as well.
- e. In Section B, the subtotals in terms of race and gender in the row dealing with **total permanent** employees in the table on occupational categories for **people with disabilities** must be exactly the same as the subtotals in the table on occupational levels for **people with disabilities**. The same must apply to the subtotals in the **grand total** rows for occupational categories and levels as well.
- f. Employers, from the second cycle of reporting onwards, must complete Section G that deals with progress reports.
- g. Employers must complete Section H that deals with **numerical goals** and **numerical targets**. **Numerical goals** are the workforce profile the employer is striving to achieve in the workplace at the end of the duration of the employer's current employment equity plan. The numerical goals of the employer must be the same for the entire duration of the employment equity plan. **Numerical targets** are the workforce profile the employer is striving to achieve at the end of the period following the period covered by the current report of the employer.
- h. Large employers, i.e. employers with 150 and more employees, must complete the entire EEA2 reporting form. Small employers, i.e. employers with fewer than 150 employees, must only complete areas of the EEA2 form that apply to them. Areas that only apply to small employers shall be made available by the Department in a separate form as well. All relevant areas of the form must be fully and accurately completed by employers.
- i. The alphabets "A", "C", "I" and "W" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians" and "Whites" respectively.
- j. **"Designated groups"** means Black people (i.e. Africans, Coloureds and Indians), women and people with disabilities who are natural persons and are citizens of the Republic of South Africa by birth or descent; or are citizens of the Republic of South Africa by naturalisation before the commencement date of the Constitution of the Republic of South Africa Act of 1993; or became citizens of the Republic of South Africa after the commencement date of the Constitution of the Republic of South Africa Act of 1993, but who, not for Apartheid policy that had been in place prior to that date, would have been entitled to acquire citizenship by naturalisation prior to that date.
- k. All population groupings who are not part of the Black group, but in substance fall within the definition described in paragraph (j) in terms of citizenship or descent, must be counted and included in the column of each table in the form that require data on the White group.
- l. Foreign nationals and South African citizens that fall outside the definition described in paragraphs (j) or (k) must be counted and included in the column of each table in the form that require data on foreign nationals.

## Section B: Workforce Profile

### 1. Occupational Categories

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational categories**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Categories	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Legislators, senior officials and managers	29	9	10	16	4	6	81	96	2	1	254
Professionals	110	8	25	73	27	31	348	363	28	6	1019
Technicians and associate professionals	80	8	9	28	7	5	74	74	5	1	291
Clerks	86	10	2	115	51	22	257	17	0	5	565
Service and sales workers	62	0	0	12	3	0	17	35	0	0	129
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	49	7	0	3	0	0	0	16	0	0	75
Plant and machine operators and assemblers	70	0	0	3	0	0	2	2	1	0	78
Elementary occupations	186	1	0	87	1	0	0	4	0	0	279
TOTAL PERMANENT	672	43	46	337	93	64	779	607	36	13	2690
Non – permanent employees	825	40	75	715	69	92	1511	1407	110	62	4906
GRAND TOTAL	1497	83	121	1052	162	156	2290	2014	146	75	7596

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational categories: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Categories. Note: A-Africans, C-Coloureds, I-Indians and W-Whites

Occupational Categories	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Legislators, senior officials and managers	0	0	0	1	0	0	0	0	0	0	1
Professionals	1	0	0	4	0	0	0	1	0	0	6
Technicians and associate professionals	0	0	0	2	0	0	0	1	0	0	3
Clerks	0	0	0	1	0	0	0	2	0	0	3
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	1	0	0	0	0	0	0	1
Plant and machine operators and assemblers	2	0	0	0	0	0	0	0	0	0	2
Elementary occupations	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	4	0	0	9	0	0	0	4	0	0	17
Non – permanent employees	3	0	0	3	0	0	0	1	1	0	8
GRAND TOTAL	7	0	0	12	0	0	0	5	1	0	25



## 2. Occupational levels

2.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Following Occupational Levels: Note: A=Americans, C=Coloureds, I=Indians and W=Whites											
Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	1
Senior management	3	1	3	0	0	0	4	19	0	0	30
Professionally qualified and experienced specialists and mid-management	12	6	6	11	3	7	156	247	11	3	462
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	235	28	33	170	82	56	604	300	24	8	1540
Semi-skilled and discretionary decision making	354	7	4	147	8	1	15	39	1	2	578
Unskilled and defined decision making	68	0	0	9	0	0	0	2	0	0	79
TOTAL PERMANENT	672	43	46	337	93	64	779	607	36	13	2690
Non – permanent employees	825	40	75	715	69	92	1511	1407	110	62	4906
GRAND TOTAL	1497	83	121	1052	162	156	2290	2014	146	75	7596

2.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	3	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	5	0	0	0	4	0	0	10
Semi-skilled and discretionary decision making	2	0	0	1	0	0	0	0	0	0	3
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	4	0	0	9	0	0	0	4	0	0	17
Non – permanent employees	3	0	0	3	0	0	0	1	1	0	8
GRAND TOTAL	7	0	0	12	0	0	0	5	1	0	25

**Operational/Core function and Support function by occupational level**

Job evaluation or grading systems, as illustrated in the EEA9, are used to measure a job in terms of content in order to establish its worth or value in relation to other jobs in an organization. The worth or value of a job is represented on a vertical axis as an occupational level. A job could either be an **Operational/Core** function or a **Support** function. **Operational/Core Function** positions carry the responsibility mainly for revenue generation, i.e. sales, production, etc. Whereas **Support Functions** positions provide infrastructure and other enabling conditions for revenue generation, e.g. human resources, corporate services, etc. Please indicate on table 2.3.1 the number of employees that are in **Operational/Core Function** positions and in table 2.3.2 the number of employees that are in **Support Function** positions at each occupational level.

3.1 Please indicate the total number of employees (including people with disabilities), that are involved in **Operational/Core Function** positions at each level in your organization. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	9	3	5	196	9	3	5	107	10	2	349
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	101	5	20	177	45	16	25	200	21	4	614
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	110	8	25	373	54	19	30	307	31	6	963
Non – permanent employees	183	10	40	742	159	17	42	609	50	22	1874
GRAND TOTAL	293	18	65	1115	213	36	72	916	81	28	2837

2.3.2 Please indicate the total number of employees (including people with disabilities), that are involved in **Support Function** positions at each level in your organization. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	1
Senior management	3	1	3	4	0	0	0	4	0	0	30
Professionally qualified and experienced specialists and mid-management	3	3	1	49	2	0	2	49	1	1	113
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	134	23	13	404	125	66	31	404	3	4	926
Semi-skilled and discretionary decision making	354	7	4	15	147	8	1	15	1	2	578
Unskilled and defined decision making	68	0	0	0	9	0	0	0	0	0	79
TOTAL PERMANENT	562	35	21	472	283	74	34	472	5	7	1727
Non – permanent employees	642	30	35	902	556	52	50	902	60	40	3032
GRAND TOTAL	1204	65	56	1374	839	126	84	1374	65	47	4759

## Section C: Workforce movement

### 3. Recruitment

3.1 Please report the total number of new recruits, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	1	0	0	0	0	0	0	0	0	1
Senior management	1	0	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management	1	0	1	0	0	0	10	8	1	0	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	25	2	7	26	9	6	53	22	5	3	159
Semi-skilled and discretionary decision making	19	2	1	8	0	0	3	2	0	0	35
Unskilled and defined decision making	2	0	0	1	0	0	0	2	0	0	5
TOTAL PERMANENT	48	5	9	35	9	6	66	35	6	3	223
Non – permanent employees	907	52	85	830	88	105	1588	1398	90	55	5200
GRAND TOTAL	955	57	94	865	97	111	1654	1433	96	58	5423

3.2 Please report the total number of new recruits with disabilities only in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

#### 4. Promotion

4.1 Please report the total number of promotions into each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

disabilities. Note: A=Asians, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	5	0	0	6
Professionally qualified and experienced specialists and mid-management	1	0	1	0	0	0	8	5	1	1	17
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	7	0	0	3	1	0	5	2	0	1	19
Semi-skilled and discretionary decision making	0	0	0	1	0	0	1	1	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	9	0	1	4	1	0	14	13	1	2	45
Non-permanent – permanent employees	38	0	1	44	3	7	140	116	8	5	362
GRAND TOTAL	47	0	2	48	4	7	154	129	9	7	407

4.2 Please report the total number of promotions involving **people with disabilities only** in each occupational level. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational level. Note: A=Asians, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	0

## 5. Termination

5.1 Please report the total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

disabilities. Note: A=Aboriginals, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	0	0	1	0	0	0	1	0	0	1
Senior management	1	0	0	0	0	0	1	4	0	0	6
Professionally qualified and experienced specialists and mid-management	8	0	1	2	1	0	12	11	0	0	37
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	30	6	3	24	7	1	44	23	0	0	140
Semi-skilled and discretionary decision making	15	1	0	11	2	2	8	9	0	0	48
Unskilled and defined decision making	4	1	0	1	0	0	0	1	0	0	7
TOTAL PERMANENT	58	8	4	39	10	3	65	49	0	0	240
Non – permanent employees	997	51	79	883	67	95	1624	1464	30	21	5320
GRAND TOTAL	1055	59	83	922	77	98	1689	1513	30	21	5560

5.2 Please report the total number of terminations involving **people with disabilities only** in each occupational level. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Non – permanent employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	1	0	0	0	0	0	0	0	0	0	1

5.3 Please report the total number of terminations in each **termination category** below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Terminations	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Resignation	45	8	6	38	12	3	70	49	1	0	232
Non-renewal of contract	995	51	77	876	65	95	1606	1447	28	21	5274
Dismissal – Operational requirements (retrenchment)	0	0	0	0	0	0	1	0	0	0	1
Dismissal - misconduct	2	0	0	0	0	0	0	1	0	0	3
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	13	0	0	8	0	0	12	16	1	0	50
TOTAL	1055	59	83	922	77	98	1689	1513	30	21	5560

5.4 Please report the total number of terminations involving **people with disabilities only** in each **termination category** below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Terminations	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	0	0	0	0	0	0	0	0	0	0	0
Non-renewal of contract	1	0	0	0	0	0	0	0	0	0	1
Dismissal – Operational requirements (retrenchment)	0	0	0	0	0	0	0	0	0	0	0
Dismissal - misconduct	0	0	0	0	0	0	0	0	0	0	0
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
TOTAL	1	0	0	0	0	0	0	0	0	0	1

**Section D: Disciplinary Action** (This section is not applicable to small employers)

6. **Disciplinary action:** (report the total number of disciplinary actions during the twelve months preceding this report). Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Disciplinary Action	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
	16	0	0	3	1	1	2	7	0	0	



## Section E: Skills Development (This section is not applicable to small employers)

### 7. Training

7.1 Please report the total number of people who received training, including for people with disabilities, and not the number of training courses attended, in each occupational category.

Occupational Categories	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Legislators, senior officials and managers	10	5	3	11	4	2	45	37	0	0	117
Professionals	33	6	10	36	11	9	162	156	9	4	436
Technicians and associate professionals	22	3	5	11	5	2	41	27	2	0	118
Clerks	44	7	0	61	32	11	130	8	0	1	294
Service and sales workers	25	0	0	7	1	0	5	12	0	0	50
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	13	2	0	1	0	0	0	1	0	0	17
Plant and machine operators and assemblers	15	0	0	2	0	0	0	0	0	0	17
Elementary occupations	26	0	0	20	0	0	0	0	0	0	46
TOTAL PERMANENT	188	23	18	149	53	24	383	241	11	5	1095
Non – permanent employees	23	1	0	20	3	2	35	40	5	2	131
GRAND TOTAL	211	24	18	169	56	26	418	281	16	7	1226

7.2 Please report the total number of **people with disabilities only**, and not the number of training courses attended, who received training in each occupational category.

Occupational Categories	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Legislators, senior officials and managers	0	0	0	0	0	0	0	0	0	0	0
Professionals	1	0	0	2	0	0	0	1	0	0	4
Technicians and associate professionals	0	0	0	1	0	0	0	1	0	0	2
Clerks	0	0	0	0	0	0	0	2	0	0	2
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	3	0	0	0	4	0	0	8
Non – permanent employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	2	0	0	3	0	0	0	4	0	0	9

7.3 Please report the total number of people, including for people with disabilities, and not number of training courses attended, who received training in each occupational level.

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Top management	0	0	0	0	0	0	0	1	0	0	1
Senior management	2	1	0	0	0	0	4	11	0	0	18
Professionally qualified and experienced specialists and mid-management	6	6	6	6	3	5	97	139	5	3	276
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	73	14	11	81	44	18	274	76	6	1	598
Semi-skilled and discretionary decision making	99	2	1	59	6	1	8	14	0	1	191
Unskilled and defined decision making	8	0	0	3	0	0	0	0	0	0	11
TOTAL PERMANENT	188	23	18	149	53	24	383	241	11	5	1095
Non – permanent employees	23	1	0	20	3	2	35	40	5	2	131
GRAND TOTAL	211	24	18	169	56	26	418	281	16	7	1226

7.4 Please report the total number of **people with disabilities only**, and not the number of training courses attended, who received training in each occupational level.

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	3	0	0	0	0	0	0	3
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	4	0	0	5
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	0	0	3	0	0	0	4	0	0	8
Non – permanent employees	1	0	0	0	0	0	0	0	0	0	1
GRAND TOTAL	2	0	0	3	0	0	0	4	0	0	9

## Section F: Qualitative Assessment (This section is not applicable to small employers)

### 8. Awareness of Employment Equity

8.1 Please indicate which of the following awareness measures were implemented by your organization:

	No. of employees covered	Yes	No	Please explain
Policy statement includes reference to employment equity	7596	Yes		Available to all employees
Summary of the Act displayed	7596	Yes		In various Departments
Employment Equity training	156	Yes		Courses attended by employees
Diversity management programmes	20	Yes		Programme for Managers
Discrimination awareness programmes	28	Yes		Programme for Managers
Change management programmes	211	Yes		Managers at all levels involved

### 9. Consultation

9.1 Please indicate which stakeholders were involved in the consultation process prior to the development of your employment equity plan:

	Yes	No	Please explain
Workplace forum (in terms of the LRA)		✓	No such body exists
Consultative body or employment equity forum	✓		
Registered trade union (s)	✓		
Employees	✓		
Other (Please specify):	✓		Various institutional bodies have been involved, for example, the Institutional Forum, CPSF (Consultation and problem-solving Forum), the Human Resource Committee of Council and Council.

9.2 What was the level of agreement reached in the formulation of the plan? Please choose one.

Total	Sufficient	Some	None
	✓		

9.3 How regularly do you meet with the stakeholders mentioned in 9.1? Please choose one.

Weekly	Monthly	Quarterly	Yearly	Other
	✓			

## 10. Analysis

10.1 Please indicate in which categories of employment policy or practices barriers to employment equity were identified:

Categories	Yes	No	Please explain
Recruitment procedures		✓	
Advertising positions		✓	
Selection criteria		✓	
Appointments		✓	
Job classification and grading		✓	
Remuneration and benefits		✓	
Terms and conditions of employment		✓	
Job assignments		✓	
Work environment and facilities	✓		A small number of working environments are not easily accessible to persons with a disability
Training and development		✓	
Performance and evaluation systems			The University does not as yet have a Performance Evaluation System
Promotions		✓	
Transfers		✓	
Demotions		✓	
Succession and experience planning			The University does not as yet have a Succession Planning System
Disciplinary measures		✓	
Dismissals		✓	
Corporate culture		✓	
HIV and AIDS education and prevention programmes		✓	
Other (please specify):			n.a.

## 11. Affirmative Action measures

11.1 Please indicate in which categories **affirmative action measures** have been implemented:

Categories	Yes	No	Please explain
Recruitment procedures	✓		Special creation of 150 new positions over the next four years aimed at redressing imbalances
Advertising positions	✓		
Selection criteria	✓		
Appointments	✓		
Job classification and grading			The University is yet to standardise its job grading approach after the merger
Remuneration and benefits	✓		A premium is paid where necessary to attract EE appointments
Terms and conditions of employment	✓		
Job assignments	✓		
Work environment and facilities	✓		Modifications to lifts and ramps have been made and additional equipment has been purchased to accommodate persons with a disability
Training and development	✓		Workplace certificates providing entry level competences to Learnerships have been arranged for employees
Performance and evaluation systems		✓	The University does not as yet have a Performance Evaluation System
Setting numerical goals	✓		
Promotions	✓		
Transfers		✓	
Demotions		✓	
Succession and experience planning		✓	The University does not as yet have a Succession Planning System
Disciplinary measures		✓	
Diversity programme and sensitization	✓		A number of transformation workshops have been held
Community investment and bridging programme	✓		The University has numerous community outreach programmes
Retention measures	✓		
Reasonable accommodation	✓		
Other (please specify): Disability awareness project	✓		A number of disabled learner workers have been placed in different sections

## 12. Resources

12.1 Please indicate what resources have been allocated to the implementation of employment equity during the past year:

Allocation of Resources	Yes	No	Please explain
Appointed a designated officer to manage the implementation	✓		
Allocated a budget to support the implementation goals of employment equity	✓		
Time off for employment equity consultative committee (or equivalent) to meet on a regular basis	✓		
Other (Please specify)	✓		<p>An outside agency has been enlisted to assist with the Employment Equity roll-out</p> <p>A number of transformation workshops have been held</p> <p>A series of training workshops has been held for senior and middle management</p>

## 13. Monitoring and evaluation of implementation:

13.1 How regularly do you monitor progress on the implementation of the employment equity plan? Please choose one.

Weekly	Monthly	Quarterly	Yearly	Other
		✓		

## Section G: Progress Report

(Section G to be completed from the second cycle of reporting onwards)

14. Reporting period: From **1 September 2005 to 31 August 2006**

14.1 Did you achieve the numerical goals as set out in your employment equity plan for this period?

Yes	No
	✓

14.2 Did you achieve the affirmative action objectives as set out in your employment equity plan for this period?

Yes	No
	✓

14.3 If not, what were the obstacles you experienced:

<b>What were the obstacles to reaching the employment equity goals and objectives during the past year?</b>
The processes leading up to the merger of the former TWR, RAU and the incorporation of two ex-Vista campuses posed serious challenges across many fronts. This did not always allow for a dedicated focus on the achievement of EE goals and objectives.

14.4 If yes, what factors promoted the accomplishment of your goals and objectives:

<b>What were the factors that contributed to the accomplishment of the employment equity goals and objectives during the past year?</b>
First steps towards transformation of the Management Executive Committee and specifically the appointment of a Vice Chancellor and a number of Deputy Vice Chancellors from the ranks of designated persons.

14.5 Please indicate the numerical goals you have set to achieve for the total number of employees (including people with disabilities) at the end of your current employment equity plan in terms of occupational categories. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational categories. Note: A=Aricals, C=Coloureds, I=Indians and W=Whites

Occupational Categories	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Legislators, senior officials and managers	2	0	0	2	0	1	2	0	0	0	7
Professionals	58	0	2	100	2	2	5	6	0	0	175
Technicians and associate professionals	6	1	1	7	0	0	1	1	0	0	17
Clerks	9	1	0	15	3	1	4	0	0	0	33
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	2	0	0	2	0	0	0	0	0	0	4
Plant and machine operators and assemblers	1	0	0	3	0	0	0	0	0	0	4
Elementary occupations	7	0	0	9	0	0	0	0	0	0	16
TOTAL PERMANENT	85	2	3	138	5	4	12	7	0	0	256
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	85	2	3	138	5	4	12	7	0	0	256

14.6 Please indicate the numerical goals you have set to achieve for the total number of **employees with disabilities only** at the end of your current employment equity plan in terms of occupational categories. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Categories: Note: A= Africans, C= Coloureds, I= Indians and W= Whites

Occupational Categories	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Legislators, senior officials and managers	2	0	0	0	2	0	0	0	0	0	4
Professionals	2	0	0	0	2	0	0	0	0	0	4
Technicians and associate professionals	2	0	0	0	2	0	0	0	0	0	4
Clerks	2	0	0	0	2	0	0	0	0	0	4
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Unskilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	2	0	0	0	2	0	0	0	0	0	4
Plant and machine operators and assemblers	2	0	0	0	2	0	0	0	0	0	4
Elementary occupations	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	12	0	0	0	12	0	0	0	0	0	24
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12	0	0	0	12	0	0	0	0	0	24



14.7 Please indicate the numerical goals you have set to achieve for the total number of employees (including people with disabilities) at the end of your current employment equity plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels. Note: A-Asians, C-Coloureds, I-Indians and W-Whites

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W		W	Male	Female
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	2	0	1	2	0	0	0	7
Professionally qualified and experienced specialists and mid-management	58	0	2	100	2	2	5	6	0	0	175
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	1	1	7	0	0	1	1	0	0	17
Semi-skilled and discretionary decision making	12	1	0	20	3	1	4	0	0	0	41
Unskilled and defined decision making	7	0	0	9	0	0	0	0	0	0	16
TOTAL PERMANENT	85	2	3	138	5	4	12	7	0	0	256
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	85	2	3	138	5	4	12	7	0	0	256

14.8 Please indicate the numerical goals you have set to achieve for the total number of **employees with disabilities only** at the end of your current employment equity plan in terms of occupational levels:

disclosure only at the end of your current employment equity plan in terms of occupational levels.

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	0	0	0	6	0	0	0	0	0	12
Semi-skilled and discretionary decision making	2	0	0	0	2	0	0	0	0	0	4
Unskilled and defined decision making	2	0	0	0	2	0	0	0	0	0	4
TOTAL PERMANENT	12	0	0	0	12	0	0	0	0	0	24
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12	0	0	0	12	0	0	0	0	0	24

14.9 Please indicate the numerical targets you have set to achieve for the total number of employees (including people with disabilities) for the end of the period following the period covered by the current report in terms of occupational categories.

Occupational Categories	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W	W	Male	Female	
Legislators, senior officials and managers	2	0	0	2	0	1	2	0	0	0	7
Professionals	58	0	2	100	2	2	5	6	0	0	175
Technicians and associate professionals	6	1	1	7	0	0	1	1	0	0	17
Clerks	9	1	0	15	3	1	4	0	0	0	33
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	2	0	0	2	0	0	0	0	0	0	4
Plant and machine operators and assemblers	1	0	0	3	0	0	0	0	0	0	4
Elementary occupations	7	0	0	9	0	0	0	0	0	0	16
TOTAL PERMANENT	85	2	3	138	5	4	12	7	0	0	256
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	85	2	3	138	5	4	12	7	0	0	256

14.10 Please indicate the numerical targets you have set to achieve for the total number of **employees with disabilities only** for the end of the period following the period covered by the current report in terms of occupational categories. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Categories	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Legislators, senior officials and managers	2	0	0	0	2	0	0	0	0	0	4
Professionals	2	0	0	0	2	0	0	0	0	0	4
Technicians and associate professionals	2	0	0	0	2	0	0	0	0	0	4
Clerks	2	0	0	0	2	0	0	0	0	0	4
Service and sales workers	0	0	0	0	0	0	0	0	0	0	0
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	2	0	0	0	2	0	0	0	0	0	4
Plant and machine operators and assemblers	2	0	0	0	2	0	0	0	0	0	4
Elementary occupations	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	12	0	0	0	12	0	0	0	0	0	24
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12	0	0	0	12	0	0	0	0	0	24

14.11 Please indicate the numerical targets you have set to achieve for the total number of employees (including people with disabilities) for the end of the period following the period covered by the current report in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated							Non-designated			TOTAL
	Male			Female				White Male	Foreign Nationals		
	A	C	I	A	C	I	W		Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	2	0	1	2	0	0	0	7
Professionally qualified and experienced specialists and mid-management	58	0	2	100	2	2	5	6	0	0	175
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	1	1	7	0	0	1	1	0	0	17
Semi-skilled and discretionary decision making	12	1	0	20	3	1	4	0	0	0	41
Unskilled and defined decision making	7	0	0	9	0	0	0	0	0	0	16
TOTAL PERMANENT	85	2	3	138	5	4	12	7	0	0	256
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	85	2	3	138	5	4	12	7	0	0	256

14.12 Please indicate the numerical targets you have set to achieve for the total number of **employees with disabilities only** for the end of the period following the period covered by the current report in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Designated								Non-Designated		TOTAL
	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	2	0	0	0	0	0	4
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	6	0	0	0	6	0	0	0	0	0	12
Semi-skilled and discretionary decision making	2	0	0	0	2	0	0	0	0	0	4
Unskilled and defined decision making	2	0	0	0	2	0	0	0	0	0	4
TOTAL PERMANENT	12	0	0	0	12	0	0	0	0	0	24
Non – permanent employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12	0	0	0	12	0	0	0	0	0	24

**Section H: Signature of the Chief Executive Officer**

**Chief Executive Officer**

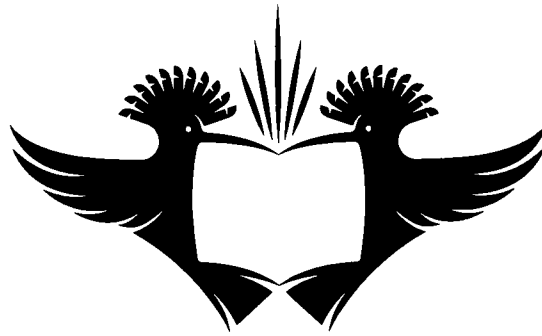
I hereby declare that I have read, approved and authorized this report.

Signed on this \_\_\_\_\_ day of \_\_\_\_\_ year \_\_\_\_\_

At place: \_\_\_\_\_

\_\_\_\_\_  
Signature Chief Executive Officer

\_\_\_\_\_  
Full Name



**UNIVERSITY  
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## **Annexure 4**

# **CHARTER FOR COUNCIL EXECUTIVE COMMITTEE**

## **1. NAME**

The name of the committee is the Council Executive Committee and hereafter referred to as EXCO.

## **2. STATUS**

EXCO is the executive committee of Council, as stipulated in the Standard Institutional Statute section 18 and reports to Council.

## **3. MISSION AND GOALS**

EXCO assists Council in executing its functions as contemplated in section 8 of the Standard Institutional Statute in accordance with the vision, mission, and core values of the University, the principles of corporate governance and within the legal and management framework of the University, focusing on all the strategic goals and subsequent Key Performance Areas and Key Performance Indicators.

## **4. COMPOSITION**

- 4.1 Chairperson of Council who also acts as the Chairperson of EXCO;
- 4.2 Vice-chairperson of Council who also acts as the Vice-chairperson of EXCO;
- 4.3 Vice-Chancellor;
- 4.4 Pro Vice-Chancellor;
- 4.5 Chairpersons of Council Committees;
- 4.6 Deputy Vice-Chancellors are invited to attend and participate (in a non-decision-making or voting capacity);
- 4.7 EXCO may invite persons to attend a meeting of EXCO for a specified purpose related to the relevant agenda;
- 4.8 The Registrar acts as the secretariat.

## **5. FUNCTIONS**

- 5.1 EXCO functions in accordance with the authority delegated to it by Council;
- 5.2 The specific functions of EXCO are as follows:
  - 5.2.1 To take decisions on behalf of Council that, by virtue of their urgency, cannot be delayed;
  - 5.2.2 Acts as the council membership committee (section 18 (f) of the SIS);

- 5.2.3 Deliberates on any matter that, in the opinion of the chairperson (which may be in consultation with the Vice-Chancellor) should serve at EXCO for consideration prior to serving at Council;
- 5.2.4 Monitors the functionality of Council Committees on behalf of Council, in such manner as it deems fit;
- 5.2.5 Acts as the Remuneration Committee of Council consisting of external Council members only. The Vice-Chancellor may be invited to provide clarity on matters but may not be involved in decision-making;
- 5.2.6 May establish subcommittees/task teams as it deems fit.

## **6. SCOPE OF AUTHORITY**

Council delegates the scope of authority to EXCO as it deems fit.

## **7. FINANCIAL RESPONSIBILITIES**

EXCO:

- 7.1 Functions within the University's financial management policies and procedures;
- 7.2 Applies the principles of corporate governance with regard to financial management.

## **8. MEETING PROCEDURE AND REPORTING**

- 8.1 EXCO meets at least bi-monthly (meeting dates set in advance and contained in the University's Year Programme);
- 8.2 A minimum of 50% plus one (N=4) of the external council EXCO members must be present at any meeting of EXCO;
- 8.4 Members are required to declare any conflict of interest prior to the commencement of an EXCO meeting;
- 8.5 Members of EXCO diligently execute their duty of care and fiduciary duty during deliberations and decision-making;
- 8.6 Decision-making is primarily based on the principle of consensus and/or sufficient consensus;
- 8.7 If consensus cannot be reached, a principle/motion is put to the vote and it is carried if a simple majority vote of those present at the meeting has been obtained;
- 8.8 The chairperson has, on any matter, a deliberative vote and, in the event of an equality of votes, also a casting vote;
- 8.9 The Chairperson of EXCO may call an extraordinary or emergency meeting in accordance with the Rules;
- 8.10 The Chairperson may invite persons who are not members to attend meetings, provided that they may participate in discussions but may not participate in decision-making;
- 8.11 Central Committee Administration provides the secretariat who administers meetings in accordance with the Rules in this regard;
- 8.12 The minutes of each meeting are considered at the next meeting;
- 8.13 Reporting to Council takes place in the form of a report by the Chairperson, minutes of previous meetings, or items included in the agenda of the Council meeting.

## **9. LIFESPAN AND DISSOLUTION**

- 9.1 EXCO is instated in accordance with section 18 of the Standard Institutional Statute and can therefore only cease to exist if the Council has resigned as contemplated in section 27(8).
- 9.2 The composition of EXCO is reviewed by Council every three years, based on the outcome of a corporate governance review.

Approved by Council 24 November 2006



**UNIVERSITY  
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## **Annexure 5**

# **CHARTER FOR THE COUNCIL AUDIT COMMITTEE**

## **1. NAME**

The name of the committee is the Council Audit Committee and hereafter referred to as Audit Committee.

## **2. STATUS**

The Audit Committee is a Committee of Council as stipulated in the Standard Institutional Statute (section 18) and reports to Council.

## **3. MISSION AND GOALS**

The Audit Committee assists Council in executing its functions as contemplated in section 8 of the Standard Institutional Statute in accordance with the vision, mission, and core values of the University, the principles of corporate governance and within the legal and management framework of the University, with specific reference to at least the following:

- 3.1 Institutional efficiency and effectiveness;
- 3.2 Reputable brand;
- 3.3 To ensure that internal control systems, information systems, accounting practice, internal and external financial reporting and Corporate Governance of the University are continuously adequate and effective.

## **4. COMPOSITION**

- 4.1 Audit Committee members are independent of the University Executive Management and free from any business or other relationship which could materially interfere with exercising their independent/objective judgment as member of the Audit Committee;
- 4.2 Chairperson of Council (ex officio);
- 4.3 Chairperson: an external council member with proven financial expertise is appointed by Council as the Chairperson of the Audit Committee;
- 4.4 At least two additional external council members appointed by Council;
- 4.5 Vice-Chancellor;
- 4.6 The following members are invited to attend and participate (in a non-voting capacity):
  - 4.6.1 Deputy Vice-Chancellor: Finance;
  - 4.6.2 External auditors;

- 4.6.3 Internal auditors;
- 4.6.4 Executive Director: Finance;
- 4.6.5 Executive Director: Operational Finance;
- 4.6.6 Executive Director: Strategic Financial Management;
- 4.6.7 An internal expert academic employee from the Department of Auditing;
- 4.7 The Chairperson may invite persons to attend a meeting for a specified purpose related to the relevant agenda;
- 4.8 Central Committee Administration provides the secretariat.

## **5. FUNCTIONS**

- 5.1 The Audit Committee functions in accordance with the principles of corporate governance and the authority delegated to it by Council;
- 5.2 Accounting and internal control systems:
  - 5.2.1 Evaluating the policy and procedures instituted by the University's Management Executive Committee to assess the effectiveness of accounting and internal control systems;
- 5.3 Internal audit function:
  - 5.3.1 Provision of an open avenue of communication between the internal auditors, external auditors and the Council;
  - 5.3.2 Approving the internal audit charter;
  - 5.3.3 Confirming and ensuring the independence of the internal audit function;
  - 5.3.4 Reviewing and concurring in the appointment, re-assignment or dismissal of the head of internal auditing and/or internal audit service provider;
  - 5.3.5 Ensuring that the objectives and goals, staffing, budgets and plans provide adequate support for the goals and objectives of the Audit Committee;
  - 5.3.6 Satisfying itself that the audit plan makes provision for effectively addressing the critical risk areas in the business;
  - 5.3.7 Considering and reviewing with management and the internal auditors, significant findings during the year and management's responses thereto in relation to reliable reporting, corporate governance and effective internal control;
  - 5.3.8 Monitoring and evaluating the performance of the internal audit function in terms of agreed goals and objectives;
  - 5.3.9 Considering and reviewing any difficulties encountered in the course of the audits, including any restrictions on the scope of its work or access to required information;
  - 5.3.10 Considering any changes required in the planned scope of the audit plan;
  - 5.3.11 Ensuring that the head of internal audit has unrestricted access to the Chairperson of the Audit Committee and/or the Chairperson of Council.
- 5.4 External audit:
  - 5.4.1 Making recommendations on the appointment, retention or discharge of the external auditors to the Council;
  - 5.4.2 Evaluating the independence of the external auditors;
  - 5.4.3 Evaluating the planning, scope and effectiveness of the external audit;
  - 5.4.4 Evaluating the external auditors' findings regarding the effectiveness of the internal control systems and recommendations for the improvement thereof;
  - 5.4.5 Assessing material unresolved accounting or audit problems encountered during the external audit;
  - 5.4.6 Evaluating the coordination between the internal and external auditors;
  - 5.4.7 Considering the fees payable to the external auditors and (where necessary) the appointment of external auditors, with a view to make a recommendation to Council;
  - 5.4.8 Approving any non-audit services rendered by the external auditors.
- 5.5 Evaluating the University's compliance with legal requirements.
- 5.6 Financial reporting:
  - 5.6.1 Considering whether the annual financial statements are a true view of the financial position and results of operations and whether all relevant acts, regulations and Accounting Practices have been met.
  - 5.6.2 To examine and review the interim and annual financial statements before submission to the Council and prior to press announcements, focusing particularly on:



- a) Review of accounting policies adopted and any changes in accounting policies and practices;
  - b) Significant financial estimates based on judgment which are included in the financial statements;
  - c) The appropriateness of major adjustments processed at year-end;
  - d) The going concern assumption;
  - e) Compliance with accounting standards – both local and international;
  - f) Whether the annual financial statements present a balanced and understandable assessment of the University's position, performance and prospects;
  - g) The Deputy Vice-Chancellor's (Finance) statement to be included in the annual financial statements including the statement on the effectiveness of the systems of internal control.
- 5.7 Corporate governance review:
- 5.7.1 Evaluating whether appropriate corporate governance principles were applied.
- 5.8 Information systems:
- 5.8.1 Evaluating whether the University is sufficiently protected from information system risks.
- 5.9 Other matters delegated to the Audit Committee by Council.

## **6. SCOPE OF AUTHORITY**

Council delegates the scope of authority to the Audit Committee as it deems fit.

## **7. FINANCIAL RESPONSIBILITIES**

The Audit Committee:

- 7.1 Functions within the University's financial management policies and procedures;
- 7.2 Applies the principles of corporate governance with regard to financial management.

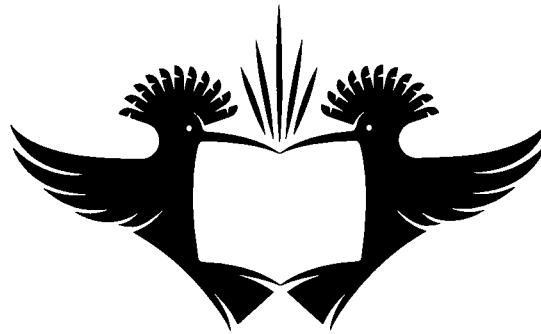
## **8. MEETING PROCEDURE AND REPORTING**

- 8.1 The Audit Committee meets at least quarterly (meeting dates set in advance and contained in the University's Year Programme);
- 8.2 The secretariat administers meetings in accordance with the Rules in this regard;
- 8.3 A minimum of two of the external council EXCO members must be present at any meeting of the Audit Committee;
- 8.4 Members are required to declare any conflict of interest prior to the commencement of an Audit Committee meeting;
- 8.5 The Chairperson shall excuse from the meeting or from any item on the agenda, any or all the employees of the University (or representatives) who could, in the opinion of the Chairperson, have any conflict of interest;
- 8.6 Members of the Audit Committee diligently execute their duty of care and fiduciary duty during deliberations and decision-making;
- 8.7 Decision-making is primarily based on the principle of consensus and/or sufficient consensus;
- 8.8 If consensus cannot be reached, a decision/motion is put to the vote and the decision/motion is carried if a simple majority vote of those members present at the meeting has been obtained;
- 8.9 The chairperson has, on any matter, a deliberative vote and, in the event of an equality of votes, also a casting vote.
- 8.10 The Chairperson of the Audit Committee may call an extraordinary or emergency meeting in accordance with the Rules;
- 8.11 The Chairperson may invite persons who are not members to attend meetings, provided that they may participate in discussions but may not participate in decision-making;
- 8.12 The Audit Committee shall meet at least once a year separately with the external auditors, the internal auditors, and with members from the Management Executive Committee, to discuss any matters that the committee or these groups believe should be discussed privately with the Audit Committee;
- 8.13 The minutes of each meeting are considered at the next meeting;
- 8.14 Reporting to Council takes place in the form of a written report by the Chairperson and/or items included in the agenda of the Council meeting;
- 8.15 The Audit Committee submits a statement to the Registrar for inclusion in the University's annual report to the Department of Education.

## **9. LIFESPAN AND DISSOLUTION**

- 9.1 The Audit Committee is instated in accordance with section 18 of the Standard Institutional Statute and can therefore only cease to exist if the Council has resigned as contemplated in section 27(8)
- 9.2 The composition of the Audit Committee is reviewed by Council every three years, based on the outcome of a corporate governance review.

Approved by Council 24 November 2006



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## **Annexure 6**

# **CHARTER FOR THE COUNCIL PLANNING AND RESOURCE COMMITTEE**

## **1. NAME**

The name of the committee is the Council Planning and Resource Committee, hereafter referred to as the PRC.

## **2. STATUS**

The PRC is a committee of Council, as stipulated in the Standard Institutional Statute section 18 and reports to Council.

## **3. MISSION AND GOALS**

The PRC assists Council in executing its functions as contemplated in section 8 of the Standard Institutional Statute in accordance with the vision, mission, and core values of the University, the principles of corporate governance and within the legal and management framework of the University, with specific reference to the following:

- 3.1 A reputable brand;
- 3.2 Institutional efficiency and effectiveness;
- 3.3 Competitive resourcing;
- 3.4 Specific objectives:
  - a) Strategic planning for and maintenance of the University of Johannesburg's physical infrastructure;
  - b) Security of and protection for the physical infrastructure of the university and of the staff, students and members of the public utilising such infrastructure;
  - c) A safe and healthy environment for employers and students of the University of Johannesburg;
  - d) Adequate disaster management for the institution;
  - e) Approval of all major building projects and acquisition of physical assets;
  - f) Strategic planning to source external funds for major building projects.

## **4. COMPOSITION**

- 4.1 The Chairperson is an external member of council appointed by Council;
- 4.2 Three additional external council members appointed by Council;
- 4.3 Vice-Chancellor;

- 4.4 Pro Vice-Chancellor;
- 4.5 Deputy Vice-Chancellor: Human Resources and Operations;
- 4.6 Deputy Vice-Chancellor: Finance;
- 4.7 Executive Director: Operations;
- 4.8 The PRC may invite persons to attend a meeting of the PRC for a specified purpose related to the relevant agenda.

## **5. FUNCTIONS**

- 5.1 Strategic planning  
The Committee ensures that a strategic plan for the development and maintenance of the physical infrastructure of the University is developed and implemented in line with the overall strategic plan of the University, monitors and evaluates its implementation by Management and reviews the plan from time to time.
- 5.2 Security and protection  
The Committee ensures that adequate resources are provided and adequate measures are put in place and maintained by Management to provide for the safety of persons engaged in lawful activity on university property, to protect staff and students from unlawful activity and to protect university property.
- 5.3 Health and Safety  
The Committee ensures that structures and processes are put in place by Management to adequately provide for a safe and healthy working and study environment for the University's staff and students and to ensure that the University complies with statutory health and safety requirements. It also regularly monitors implementation strategies and reviews such structures and processes.
- 5.4 Disaster management  
The Committee ensures that structures and processes are put in place and maintained by Management to adequately respond to emergency situations that involve loss of or damage to university property and injury to staff and students.
- 5.5 Approval of major building projects and acquisition of physical assets  
The Committee recommends to Council approval of all proposals by Management for major building projects of the University and for the acquisition of major physical assets. The value of projects and assets in order to qualify as "major" projects or assets is determined by Council on an annual basis.
- 5.6 Sourcing of external funds  
The Committee provides strategic guidance on the sourcing of external funds for major building projects and the acquisition of major physical assets.

## **6. SCOPE OF AUTHORITY**

Council delegates the scope of authority to the PRC as it deems fit.

## **7. FINANCIAL MANAGEMENT**

The PRC Committee:

- 7.1 Functions within the University's financial management policies and procedures;
- 7.2 Applies the principles of corporate governance with regard to financial management.

## **8. MEETING PROCEDURE AND REPORTING**

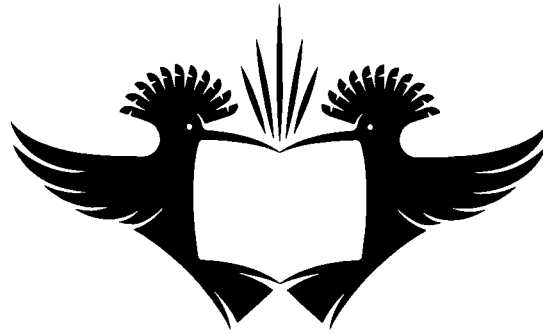
- 8.1 The PRC meets at quarterly (meeting dates set in advance and contained in the University's Year Programme);
- 8.2 A minimum of three external council members must be present at any meeting of the PRC;
- 8.3 Members are required to declare any conflict of interest prior to the commencement of a PRC meeting;
- 8.4 Members of the PRC diligently execute their duty of care and fiduciary duty during deliberations and decision-making;
- 8.5 Decision-making is primarily based on the principle of consensus and/or sufficient consensus;

- 8.6 If consensus cannot be reached, a principle/motion is put to the vote and it is carried if a simple majority vote of those present at the meeting has been obtained, provided that at least 50% of the external council members present vote in favour of the principle/motion;
- 8.7 The chairperson has, on any matter, a deliberative vote and, in the event of an equality of votes, also a casting vote;
- 8.8 The Chairperson of the PRC may call an extraordinary or emergency meeting in accordance with the Rules;
- 8.9 The Chairperson may invite persons who are not members to attend meetings, provided that they may participate in discussions but may not participate in decision-making;
- 8.10 Central Committee Administration provides the secretariat who administers meetings in accordance with the Rules in this regard;
- 8.11 The minutes of each meeting are considered at the next meeting;
- 8.12 Reporting to Council takes place in the form of a written or verbal report by the Chairperson or items included in the agenda of the Council meeting.

## **9. LIFESPAN AND DISSOLUTION**

- 9.1 The PRC is instated in accordance with section 18 of the Standard Institutional Statute and can therefore only cease to exist if the Council has resigned as contemplated in section 27(8);
- 9.2 The composition of PRC is reviewed by Council every three years, based on the outcome of a corporate governance review.

Approved by Council 24 November 2006



**UNIVERSITY  
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## **Annexure 7**

# **CHARTER FOR THE COUNCIL FINANCE COMMITTEE**

### **1. NAME**

The name of the committee is the Council Finance Committee and hereafter referred to as the Finance Committee.

### **2. STATUS**

The Finance Committee is a Council Committee established by Council in accordance with section 18 of the Standard Institutional Statute and reports to Council.

### **3. MISSION AND GOAL(S)**

- 3.1 The Council Finance Committee assists Council in executing its functions as contemplated in section 8 of the Standard Institutional Statute in accordance with the vision, mission, and core values of the University, the principles of corporate governance, and within the legal and management framework of the University, with specific reference to:
  - 3.1.1 Institutional efficiency and effectiveness;
  - 3.1.2 Reputable brand;
  - 3.1.3 Competitive resourcing;
- 3.2 The Finance Committee's objectives are to assist the Council in its obligation to ensure that:
  - 3.2.1 The financial delegations are implemented and reviewed on an annual basis;
  - 3.2.2 Adequate financial policies and procedures are prepared and implemented by the executive management and monitored by the Finance Committee on a continuous basis;
  - 3.2.3 The financial objectives of the University are annually set and achieved by executive management;
  - 3.2.4 An annual budget is prepared and that operational financial controls are in place to ensure the University achieves the budgeted surplus;
  - 3.2.5 The financial and procurement risks of the University are identified and adequately managed by executive management;
  - 3.2.6 The asset base of the University is not depleted by injudicious spending patterns or ineffective investment practices;
  - 3.2.7 The University has adequate funding resources available to ensure effective operations;
  - 3.2.8 The University has adequate funding resources available to ensure effective operations;
  - 3.2.9 The excess funds of the University are effectively invested to ensure maximum returns at an acceptable risk level;

- 3.2.10 The assets of the University are adequately insured in the most cost effective manner;
- 3.2.11 The annual financial reporting is done accurately and timeously.

## **4. COMPOSITION**

- 4.1 The Chairperson of the Finance Committee is an external member of Council and is appointed as the Chairperson of the Finance Committee by Council;
- 4.2 Vice-Chancellor;
- 4.3 Three additional external council members appointed by Council;
- 4.4 One internal council member may be appointed by Council;
- 4.5 The following University employees are invited to attend the meetings of the Finance Committee (in a non-voting capacity):
  - 4.5.1 Deputy Vice-Chancellor: Finance;
  - 4.5.2 Executive Director: Finance;
  - 4.5.3 Executive Director: Operational Finance;
  - 4.5.4 Executive Director: Strategic Financial Management;
  - 4.5.5 Executive Dean: Faculty of Finance and Economic Sciences;
- 4.6 The Chairperson may invite persons to attend a meeting for a specified purpose related to the relevant agenda.

## **5. FUNCTIONS**

- 5.1 The Financial Delegations
  - 5.1.1 Determines the Financial Delegations of the University and ensure that it is reviewed annually to take account of any possible changes in circumstances at the University.
- 5.2 Financial policies and procedures
  - 5.2.1 Evaluates the financial policies and procedures to ensure that these are adequate to protect the financial resources of the University as well as in line with best practice so as to ensure proper corporate governance.
  - 5.2.2 Ensures that these policies are implemented by Management and that the policies and procedures are reviewed for effectiveness on a continuous basis.
- 5.3 Financial objectives
  - 5.3.1 Reviews the financial objectives set by executive management on an annual basis to ensure that the objectives are in line with both the University's and the Council's strategic objectives.
  - 5.3.2 Considers and reports to Council whether the financial objectives were achieved.
- 5.4 Annual Budget
  - 5.4.1 Considers the appropriateness of the annual budget, taking into account the financial objectives and the strategic objectives of the University.
  - 5.4.2 Refers the budget for approval to Council.
- 5.5 Financial reporting
  - 5.5.1 The Finance Committee should be satisfied that the annual financial reports reflect the financial position of the University accurately.
- 5.6 Financial Risks
  - 5.6.1 Identifies and manages the financial and procurement risks of the University.
- 5.7 Asset base
  - 5.7.1 The Finance Committee ensures that the asset base of the University is protected against injudicious spending patterns.
  - 5.7.2 The Investment Committee reports to the Finance Committee on all aspects of the University's investments and investment mandates.
- 5.8 Other matters as decided/delegated by the Council.

## **6. SCOPE OF AUTHORITY**

Council delegates the scope of authority to the Finance Committee as it deems fit.

## **7. FINANCIAL MANAGEMENT**

The Finance Committee:

- 7.1 Functions within the University's financial management policies and procedures;
- 7.2 Applies the principles of corporate governance with regard to financial management.

## **8. MEETING PROCEDURE AND REPORTING**

- 8.1 The Finance Committee meets at quarterly (meeting dates set in advance and contained in the University's Year Programme);
- 8.2 A minimum of two external council members must be present at any meeting of the Finance Committee;
- 8.3 Members are required to declare any conflict of interest prior to the commencement of a Finance Committee meeting;
- 8.4 Members of the Finance Committee diligently execute their duty of care and fiduciary duty during deliberations and decision-making;
- 8.5 Decision-making is primarily based on the principle of consensus and/or sufficient consensus;
- 8.6 If consensus cannot be reached, a principle/motion is put to the vote and it is carried if a simple majority vote of those present at the meeting has been obtained, provided that at least 50% of the external council members present vote in favour of the principle/motion;
- 8.7 The chairperson has, on any matter, a deliberative vote and, in the event of an equality of votes, also a casting vote;
- 8.8 The Chairperson of the Finance Committee may call an extraordinary or emergency meeting in accordance with the Rules;
- 8.9 The Chairperson may invite persons who are not members to attend meetings, provided that they may participate in discussions but may not participate in decision-making;
- 8.10 Central Committee Administration provides the secretariat who administers meetings in accordance with the Rules in this regard;
- 8.11 The minutes of each meeting are considered at the next meeting;
- 8.12 Reporting to Council takes place in the form of a written or verbal report by the Chairperson or items included in the agenda of the Council meeting.

## **9. LIFESPAN AND DISSOLUTION**

- 9.1 The Finance Committee is instated in accordance with section 18 of the Standard Institutional Statute and can therefore only cease to exist if the Council has resigned as contemplated in section 27(8);
- 9.2 The composition of the Finance Committee is reviewed by Council every three years, based on the outcome of a corporate governance review.

Approved by Council 24 November 2006





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## **Annexure 8**

# **CHARTER FOR COUNCIL HUMAN RESOURCES COMMITTEE**

## **1. NAME**

The name of the committee is the Council Human Resources Committee and hereafter referred to as Council HR Committee.

## **2. STATUS**

The Council HR Committee is a Council Committee established by Council in accordance with section 18 of the Standard Institutional Statute and reports to Council.

## **3. MISSION AND GOALS**

The Council HR Committee assists Council in executing its functions as contemplated in section 8 of the Standard Institutional Statute in accordance with the vision, mission, and core values of the University, the principles of corporate governance, the principles of fair labour practice, and within the legal and management framework of the University, with specific reference to:

- 3.1 A reputable brand;
- 3.2 Institutional efficiency and effectiveness;
- 3.3 Culture of transformation;
- 3.4 Maximising intellectual capital.

## **4. COMPOSITION**

- 4.1 The Chairperson of the HR Committee is an external member of Council and is appointed as the Chairperson of the HR Committee by Council;
- 4.2 At least three additional external council members are appointed by Council;
- 4.3 Vice-Chancellor;
- 4.4 Pro Vice-Chancellor;
- 4.5 Council may appoint internal council members as members of the HR Committee;
- 4.6 The following executive management employees are members:
  - 4.6.1 Deputy Vice-Chancellor: Human Resources and Operations;
  - 4.6.2 Executive Director: Human Resources;
- 4.7 The Chairperson may invite persons to attend a meeting for a specified purpose related to the relevant agenda;
- 4.8 Central Committee Administration provides the secretariat.

- 9.2 The composition of the HR Committee is reviewed by Council every three years, based on the outcome of a corporate governance review.

Approved by Council 24 November 2006

## **5. FUNCTIONS**

The Council HR Committee:

- 5.1 The Council HR Committee functions in accordance with the authority delegated to it by Council;
- 5.2 Acts as the Council Employment Conditions Committee as contemplated in section 18(d) of the Statute;
- 5.3 Considers and recommends to Council or Council EXCO the delegation of authority to line managers within the University;
- 5.4 Considers and recommends to Council EXCO the Conditions of Service for employees, including salary increases and performance management principles/systems at the University;
- 5.5 Considers and makes recommendations to Council on matters related to senior/executive human resource management (senior/executive management structure, process for the recruitment, selection and appointment of senior managers, etc.);
- 5.6 Deliberates on any matter that, in the opinion of the Chairperson (which may be in consultation with the Vice-Chancellor) should serve at the Council HR Committee prior to serving at Council or Council EXCO;
- 5.7 Establishes subcommittees/task teams as it deems fit.

## **6. SCOPE OF AUTHORITY**

Council delegates the scope of authority to the Council HR Committee as it deems fit.

## **7. FINANCIAL RESPONSIBILITIES**

The Council HR Committee:

- 7.1 Functions within the University's financial management policies and procedures;
- 7.2 Applies the principles of corporate governance with regard to financial management.

## **8. MEETING PROCEDURE AND REPORTING**

- 8.1 The Council HR Committee meets at quarterly (meeting dates set in advance and contained in the University's Year Programme);
- 8.2 A minimum of three external council members must be present at any meeting of the Council HR Committee;
- 8.3 Members are required to declare any conflict of interest prior to the commencement of a Council HR Committee meeting;
- 8.4 Members of the Council HR Committee diligently execute their duty of care and fiduciary duty during deliberations and decision-making;
- 8.5 Decision-making is primarily based on the principle of consensus and/or sufficient consensus;
- 8.6 If consensus cannot be reached, a decision/motion is put to the vote and the decision/motion is carried if a simple majority vote of those present at the meeting has been obtained, provided that at least 50% of those voting are external council members;
- 8.7 The chairperson has, on any matter, a deliberative vote and, in the event of an equality of votes, also a casting vote.
- 8.8 The Chairperson of the Council HR Committee may call an extraordinary or emergency meeting in accordance with the Rules;
- 8.9 The Chairperson may invite persons who are not members to attend meetings, provided that they may participate in discussions but may not participate in decision-making;
- 8.10 Central Committee Administration provides the secretariat who administers meetings in accordance with the Rules in this regard;
- 8.11 The minutes of each meeting are considered at the next meeting;
- 8.12 Reporting to Council takes place in the form of a written report by the Chairperson or items included in the agenda of the Council meeting.

## **9. LIFESPAN AND DISSOLUTION**

- 9.1 The Council HR Committee is instated in accordance with section 18 of the Standard Institutional Statute and can therefore only cease to exist if the Council has resigned as contemplated in section 27(8);