



UNIVERSITY
OF
JOHANNESBURG

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ANNUAL REPORT

2009



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LIST OF ACRONYMS

AAT	Association of Accounting Technicians
ABET	Adult Basic Education and Training
ACE	Advanced Certificate in Education
ACP	Acquisitions, Cataloguing and Physical Processing
ADC	Academic Development Centre
AIRS	Archives, the Institutional Repository and Special Collections
APB	Auckland Park Bunting Road (Campus)
APK	Auckland Park Kingsway (Campus)
APPI	Academic Planning and Policy Implementation
APQC	Academic Programme and Quality Committee
BIng	Bachelor of Engineering
BTech	Bachelor of Technology
CA	Chartered accountant
CAA	Central Academic Administration
CE	Community Engagement
CEPR	Centre for Education Practice Research
CESM	Classification of Education Subject Material
CICLASS	Centre of International Comparative Labour and Social Security Law
CIMA	Chartered Institute of Management Accountants
COJ	City of Johannesburg
CPASD	The Centre for Professional Academic Staff Development
CPSF	Consultation and Problem-Solving Forum
CSIR	Council for Scientific and Industrial Research
DALRO	Dramatic Artistic and Literary Rights Organisation
DFC	Doornfontein Campus
DIng	Doctorate in Engineering
DIPQP	Division for Institutional Planning & Quality Promotion
DoE	Department of Education
DoHET	Department of Higher Education and Training
DPhil	Doctorate in Philosophy
DTech	Doctorate in Technology
ELG	Executive Leadership Group
EU	European Union
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
F-Exco	Faculty Executive Committee
FPI	Financial Planning Institute
FRC	Faculty Research Committee
FYE	First Year Experience
HAQCC	Humanities Academic Quality and Curriculum Committee
HE-AIDS	Higher Education AIDS
HEI	Higher Education Institution
HELTASA	Higher Education Learning and Teaching Association of Southern Africa
HEMIS	Higher Education Management Information System
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HOD	Head of Department
HR	Human Resources
HRIS	Human Resources Information System
ICS-UNIDO	International Centre for Sciences and High Technology – United Nations Industrial Development Organisation
ICT	Information and Communication Technologies
IF	Institutional Forum

IT	Information Technology
ITLS	Institute of Transport and Logistics Studies
ITS	Integrated Tertiary Software
LEAD	Legal Education and Development
LIC	Library and Information Centre
LICIS	Library Systems
MACE	Marketing, Advancement and Communication in Education
MEC	Management Executive Committee
MECA	MEC Academic Committee
MECO	MEC Operations Committee
MEng	Master's in Engineering
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MPhil	Master's in Philosophy
MTech	Master's in Technology
ND	National Diploma
NEHAWU	National Education, Health and Allied Workers' Union
NMMU	Nelson Mandela Metropolitan University
NGO	Non-Governmental Organisation
NGSP	Next Generation Scholars Programme
NMMU	Nelson Mandela Metropolitan University
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
OHS	Occupational Health and Safety
PTIP	Photovoltaic Technology Intellectual Property
PWD	People with Disabilities
RIMS	Research Information Management System
RNA	Research Niche Area
SA&RL	Student Accommodation and Residence Life
SAAIR	Southern African Association of Institutional Research
SAICA	South African Institute of Chartered Accountants
SANPAD	South Africa Netherlands Research Programme for Alternatives in Development
Senex	Senate Executive Committee
SET	Science, Engineering and Technology
SIFE	Students in Free Enterprise
SIS	Standard Institutional Statue
SL&G	Student Life and Governance
SLA	Service Level Agreement
SQP	Staff Qualifications Project
SRC	Student Representative Council
SWC	Soweto Campus
TLC	Teaching and Learning Committee
TSAR	<i>Tydskrif vir die Suid-Afrikaanse Reg</i>
TWR	Technikon Witwatersrand
UCT	University of Cape Town
UJ	University of Johannesburg
UJICE	UJ Institute for Childhood Education
UJSRC	University of Johannesburg Student Representative Council
UL	University of Limpopo
UQP	Unit for Quality Promotion
UQP	Unit for Quality promotion
VCT	Voluntary Counselling and Testing
VFM	Value For Money
WIL	Work-Integrated Learning

MESSAGE FROM THE CHANCELLOR

Systems of society and their relevance to the demands of the twenty-first century are being challenged globally and no systems are being more challenged than the economic, education and democratic systems in particular. Given our daunting challenges as a country – the legacy of our socio-economic circumstances, the education system, the alarming levels of poor academic preparedness and unprecedented levels of complexity and change – there is a growing demand from institutions of higher learning to become pro-actively innovative and creative in their response. It is under such circumstances that a compelling vision, underpinned by shared values, becomes an invaluable tool in driving a clear, compelling and cohesive agenda. It therefore fills me with enormous pride to be associated with the University of Johannesburg (UJ), which – in just less than five years – is making giant strides in transforming an institution with a rich academic heritage and legacy to an establishment that can be counted among a few catalysts and champions that are building leadership based on social capital and thought, particularly with regard to redefining the role of education in the society and economy of the twenty-first century. We are therefore encouraged to see the growth of enrolments in our commerce faculties of Management and Economic and Financial Sciences, although the transition between high school education and university education remains challenging.

Establishments in any society have a duty and a responsibility to assume actions that inspire others to dream, learn, do more and become more. Our students are therefore privileged to invest their lives in the hands of passionate, dedicated and committed academics who live these values of renewal and transformation. We are well on our way to being the most admired African institution of higher learning with UJ's brand development initiatives, which achieved a second ranking after the University of Cape Town (UCT) in the Sunday Times university brand survey. This remarkable achievement bears testimony to the fact that alignment of effort and commitment behind a bold vision and shared values is fundamental – particularly in a world where values have been compromised.

As a country, we cannot address poverty by making those on the margins of society more dependent on the state – it takes their dignity and self-respect away and it undermines the principles of democracy. We must address poverty by equipping them with tools, skills and access to resources that enable them to look after themselves, their families and their communities. This is true empowerment – when people share a sense of ownership.

In this respect, the recent establishment of UJ's Community Engagement Advisory Board, which provided strategic guidance and supervision to our 171 community projects and several community-based research initiatives from across our nine faculties during 2009, demonstrates our commitment to build capacity for self-reliance within our immediate communities. This is a model that, in our view, will be most successful in amplifying the impact of contributions by those who have the resources, knowledge, skills or tools to empower communities. We are extremely proud of our students' participation in 50 outreach programmes, which brings our contribution to 228 legacy projects in total.

Finally, we recognise that in order to continue building on our commitment to world class academic excellence, we must expand our academic linkages and partnerships with universities from other parts of the world, as well as with industry and South Africa's corporate community. In achieving this, we want to acknowledge the involvement and support of PetroSA, Murray & Roberts, Nedbank, Old Mutual, Xerox and the Ford Foundation for their generous financial contribution in helping fund UJ's Next Generation Scholars Programme (NGSP), which has been developed to nurture a more diverse, highly qualified and well-equipped generation of academic professionals.

In conclusion, let me mention that life is based on three universal laws: the law of unity, the law of manifestation and the law of transformation. At the University of Johannesburg we honour all three laws and this might explain why we have been successful in living our values and fulfilling our vision in such a short space of time. We have a unified leadership and we execute our strategy beyond the call of duty and because of these two capabilities, we are able to transform ourselves in order to stay ahead of the changing educational landscape. What the world needs desperately is wisdom, leadership and new levels of competence, in order to navigate the twenty-first century. We would like to believe that UJ is making a meaningful contribution to all three areas with the quality of academic education we offer our community of students and, by implication, are therefore investing in the country because, in most instances, our decisions will most likely outlive us. We therefore hope that UJ will leave a legacy that achieves these words by Somé:

“Community exists, in part, to safeguard the purpose of each person within it and to awaken the memory of that purpose by recognizing the unique gifts each individual brings to the world... This means that a person and his or her unique gifts are irreplaceable. The community loves to see all of its members flourish and function at optimum potential. In fact, a community can flourish and survive only when each member flourishes, living in the full potential of his or her purpose.”

- Malidoma Somé

A handwritten signature in black ink, reading "Wendy Luhabe". The signature is written in a cursive, flowing style with a large initial 'W' and a decorative flourish at the end.

Wendy Luhabe (Ms)

REPORT OF THE CHAIRPERSON OF COUNCIL

In presenting a report from the perspective of Council, it is extremely difficult to decide what should be highlighted in the limited space available. This task was made even more difficult for the year under review, owing to the fact that the University of Johannesburg saw unprecedented growth in virtually every facet of its operations. So, in crafting this report, I have attempted to provide a cross-section of activities which, from a Council viewpoint, were deemed to be of particular significance. There were so many other areas in which noteworthy achievements were made.

In its 2009 review process with Management, Council used the occasion to reflect on the evolution of the institution from its inception in 2005 and to place the growth in the context of where the institution now finds itself after five years. This five-year review has also provided an important base on which to engage with Management about the key drivers that will be needed to take the institution into its next five-year growth cycle. The themes upon which the institution based its annual strategic management thrusts can be summarised as follows:

- 2005 to 2006 – Securing a Successful Merger;
- 2007 – Building Research and Teaching Capacity (Economic and Financial Sciences);
- 2008 – Renewing and Improving Teaching and Learning Programmes;
- 2009 – Managing Change and Living the UJ Values;
- 2009 – Growing Revenue;
- 2009 – Managing Costs.

Arising from the review discussions, a number of important observations can be made. First, by virtue of a committed decision to avoid falling into the trap of being just a merger of three academic institutions, the Executive of the newly formed University of Johannesburg, with the full backing of Council, made a conscious decision to position itself uniquely in the academic landscape of South Africa. The design of the academic framework was driven by the premise of relevancy and the need to recognise the very special needs of a diverse group of students.

Uppermost in the minds of Council and Management was an uncompromising demand for academic excellence, backed by a support-infrastructure based on service quality.

The reality is that the “new kid on the block” has developed a new academic model that is not easily understood. This fact was brought home when the institution was subjected to the Institutional Audit in which the University was assessed against the conventional South African model for a traditional university.

The temptation is to succumb to pressures to conform. Council, in reviewing this reality, is backing Management in order to ensure that the model is not compromised and is reinforcing the fact that the University needs to be a flagbearer for change. Further, it was also recognised that one of the real challenges in such a merged environment is avoiding the temptation to allow “Academic Drift” to occur, in which there would be a blurring of the lines between career-and academic-focused delivery processes. It is encouraging to note how the institution is ensuring that only the highest standards prevail in both streams.

In reviewing the institution’s overall performance for 2009, Council noted, with pleasure, some very important milestones that have been reached. First, the financial performance of the institution has far exceeded Council’s expectations. Considerable savings have been achieved, without any compromise to academic and teaching standards and without any short-term cuts in critical areas such as maintenance. As such, it is noted that the budget control has now reached a very high level of maturity.

Management met its undertaking to ensure that all the outstanding issues related to harmonisation had been settled and that the process has now been signed and sealed. This is an important development, in as much as it has brought about stability and ensured that the notion of a truly unified institution has been brought one step closer. Further, the institution signed off on a Constitution for the Student Representative Council (SRC), signalling an important step in creating a united front for student affairs.

After over two years of diligent preparation, the institution faced a full-scale Institutional Audit by the Council on Higher Education. The outcomes from the process, while identifying some areas that require attention, did not identify any significant problems. This is an important development and Council took great pride in participating in the process in which the institution, in terms of its self-assessment and the overall professionalism in the way it conducted itself, was seen as exemplary.

In its plight to take the integration process to the next stage, Council has noted the significant progress that has been attained through the launch of a well-orchestrated cultural integration programme. The process that has been implemented is providing an important forum for people to engage with the realities of cultural diversity and how best to manage differences, in order to create ownership of the brand and what the University stands for.

The very notion of integration needs to be driven from the top. Here, Council has noted how well the Management Executive Committee (MEC) has bedded down. It is evident that the steps taken to provide a coaching experience for the senior management team are paying off.

In terms of brand and brand recognition, the results from a Sunday Times survey have positioned UJ in the top four of all universities in South Africa. This is a very important result – particularly for a new institution that needs to position itself amongst its peers in the higher education landscape.

A highlight of the year under review was the fact that the Soweto Campus (SWC) is now a reality. The building programme is on time and within budget and promises to deliver a new dispensation for students and, above all, a world-class campus. Key to this philosophy is the positioning of offerings that will ensure that the campus will attract students from all over the country and elsewhere.

On the academic front, the drive towards the promotion of research as a core process is starting to bear fruit. In this regard, Council has supported Management with the provision of funds to stimulate the growth of research centres. Further, the drive to ensure that all academics in the institution are active in improving their qualifications' profile is an important initiative. The creation of the Vice-Chancellor's Awards has placed excellence in teaching at the highest level.

All in all, the five-year review, coupled with the in-depth review of the 2009 academic year, has yielded some very encouraging findings. The great strides which have been made have not come without immense personal sacrifice. Council has taken cognisance of the untiring efforts that the team has put into developing the institution and has requested the MEC to look at the growth and development path for the next five years. Emphasis must now be on consolidation and the growth of some of the core functions.

Funding will always be a challenge for an academic institution and, in its execution of its fiduciary responsibility, Council has requested Management to produce an integrated plan for third-stream income, how best to use some of the novel products and processes that have emanated from research work at the University and, above all, how to attract and retain the best academics.

The foundations have been laid for a world-class institution and Council wishes to express its sincere appreciation not only to the academic and non-academic staff, but to all the stakeholders and, in particular, government who have supported some of the initiatives with generous funding. The University of Johannesburg is blessed with a committed and dedicated executive and senior management team; a core of external councillors, who have executed their tasks with diligence and passion; and a number of people and organisations, such as the trustees, donors and supporters who, in their own way, have made significant contributions to the well-being of the institution.

I wish to place on record our sincere appreciation to all. It has been our privilege to be part of a well-developed and exceedingly well-implemented strategy that has started to bear fruit.

My term of office as a ministerial appointee was renewed by the ministry and Ms G.M.B. Coetzer (Convocation representative) was re-elected for a second term of office. Council appointed the following members representing "broad spectrum", in accordance with the Standard Institutional Statute (SIS), for a second term of office: Mr P. Mjwara, Dr/Com N.J. Mxakato-Diseko and Mr J. Njeke. Ms P. January-Bardill and Mr F. Baleni were appointed by Council to fill the vacancies of Ms A. Botha and Dr R. Ramparsad. The members of the SRC change annually, in accordance with the election results. The membership status of Council is reflected in table one.

Council held four meetings as reflected in table two. The attendance of Council members has been very good and the quorum requirements have always been met. In addition to the four Council meetings, a workshop with the MEC was held in November.

Table 1: Membership status – Council 2009

SIS requirements (Section 9)	Member status	Term of office
Vice-Chancellor and Principal	Prof I.L. Rensburg	1 April 2006; membership by virtue of office
Pro Vice-Chancellor and Vice-Principal	Prof D. van der Merwe	1 January 2006; membership by virtue of office
One additional Vice-Principal / DVC	Prof J.H. Kriek	13 March 2008; membership by virtue of office
Five external persons appointed by Minister	Prof R. Marcus (4 yrs)	1 July 2009 - 30 June 2013 (2 nd term)
	Mrs J. Siwani (4 yrs)	1 July 2008 - 30 June 2012 (2 nd term)
	Ms K. Nyoka (4 yrs)	1 August 2006 - 31 July 2010
	Dr S. Lushaba (4 yrs)	1 May 2007 - 30 June 2011
	Ms Z. Nzalo (4 yrs)	1 May 2007 - 30 June 2011
Two members of Senate	Prof D. de Wet (3 yrs)	1 August 2007 - 31 July 2010
	Prof J. Sonnekus (3 yrs)	1 August 2007 - 31 July 2010
Two academic employees	Prof M. Modiba (3 yrs)	1 October 2009 - 30 September 2012
	Prof A. van der Watt (3 yrs)	1 September 2007 - 31 August 2010
Two students – SRC	Mr D. Nyingwa	27 May 2009 - 31 October 2009
	Mr T. Letlape	27 May 2009 - 31 October 2009
Two non-academic employees	Mr H. Kruger (3 yrs)	1 September 2007 - 31 August 2010
	Mr Z. Kwinika (3 yrs)	1 September 2007 - 31 August 2010
Three members of Convocation	Ms G.M.B. Coetzer (4 yrs)	1 July 2009 - 30 June 2013
	Mr B. Hoboyi (4 yrs)	1 August 2008 - 31 July 2012
	Mr D.M. Manganye (4 yrs)	1 August 2008 - 31 July 2012
Ten members: broad spectrum	Mr J. Dikgole (4 yrs)	1 July 2008 - 30 June 2012
	Dr P. Mjwara (4 yrs)	1 July 2009 - 30 June 2013
	Dr/Com N.J. Mxakato-Diseko (4 yrs)	1 July 2009 - 30 June 2013
	Mr J. Njeke (4 yrs)	1 July 2009 - 30 June 2013
	Dr W. Rowland (4 yrs)	1 August 2008 - 31 July 2012
	Mr K. Sibiya (4 yrs)	1 July 2008 - 30 June 2012
	Ms K. Thoka (4 yrs)	1 July 2008 - 30 June 2012
	Mr C. Gebhardt (4 yrs)	1 August 2008 - 31 July 2012
	Ms P. January-Bardill (4 yrs)	1 August 2009 - 31 July 2013
	Mr F. Baleni (4 yrs)	1 August 2009 - 31 July 2013
Co-opted members	Judge F.R. Malan (4 yrs)	1 August 2006 - 31 July 2010
Registrar (Secretariat)	Prof M. Muller	1 July 2006; membership by virtue of office
MEC members (invited)	Prof A. Parekh	1 October 2006; membership by virtue of office
	Prof A. Habib	1 September 2007; membership by virtue of office
	Dr P. Dube	7 September 2009; membership by virtue of office
	Dr P. Njongwe	1 November 2009; membership by virtue of office

Table 2: Meetings held and attendance of Council members

COUNCIL MEETINGS 2009				
Members	19 March 2009	28 May 2009	27 August 2009	20 November 2009
Mr F. Baleni	NM	NM	x	✓
Ms A. Botha	x	✓	NLM	NLM
Prof I.C. Burger	✓	✓	✓	NLM
Ms T. Coetzer	✓	✓	✓	✓
Prof T. de Wet	✓	✓	✓	✓
Mr J. Dikgole	x	✓	✓	x
Mr C. Gebhardt	✓	✓	✓	✓
Mr B. Hoboyi	✓	✓	x	✓
Ms P.N. January-Bardill	NM	NM	x	x
Prof J.H. Kriek	✓	✓	✓	✓
Mr H. Kruger	✓	✓	✓	✓
Mr Z. Kwinika	✓	✓	✓	✓
Mr T. Letlape	NM	NM	✓	✓
Dr S. Lushaba	✓	✓	✓	✓
Judge F.R. Malan	✓	✓	✓	x
Mr D. Manganye	✓	x	✓	✓
Prof R. Marcus (Chairperson)	✓	✓	✓	✓
Dr P. Mjwara	✓	x	x	x
Mr X. Mkhwemde	✓	NLM	NLM	NLM
Prof M. Modiba	NM	NM	NM	✓
Mr D. Monareng	✓	x	NLM	NLM
Prof M.E. Muller	✓	✓	✓	✓
Dr/Com N.J. Mxakato-Diseko	✓	✓	✓	✓
Mr J.J. Njeke	✓	✓	✓	x
Mr D. Nyingwa (SRC)	NM	✓	✓	✓
Ms M. Nyoka	x	✓	x	x
Ms Z. Nzalo	x	✓	✓	✓
Dr R. Ramparsad	x	✓	NLM	NLM
Prof I.L. Rensburg	✓	✓	✓	✓
Dr W. Rowland	x	x	✓	✓
Mr K.B. Sibiya	✓	✓	x	✓
Ms J. Siwani	✓	✓	✓	✓
Prof J. Sonnekus	✓	x	✓	x
Ms K. Thoka	✓	x	✓	x
Prof D. van der Merwe	✓	x	✓	✓
Prof A. van der Watt	x	✓	✓	✓

✓ = Attended

x = Did not attend

NM = Not member

NLM = No longer member

Matters of significance considered by Council

The following matters of significance were considered by the Council in 2009:

- the Vice-Chancellor's quarterly reports;
- the verbal quarterly reports presented by the President of the University of Johannesburg Student Representative Council (UJSRC);
- the quarterly reports from Council committees;
- the quarterly reports from the Senate;
- the quarterly reports from the Institutional Forum (IF);
- the quarterly academic reports: the following new academic programmes were approved by Senate and submitted for external approval:
 - ~ MTech Architectural Technology (Professional);
 - ~ Bachelor of Education: Foundation Phase;
 - ~ Bachelor of Arts: Community Development and Leadership;
 - ~ Postgraduate Diploma: Information Systems Auditing;
 - ~ Bachelor of Arts in Design, specialising in Communication Design;
 - ~ Bachelor of Arts Honours in Public Management and Governance Management;
 - ~ Bachelor of Commerce Honours in IT Management;
 - ~ Diploma in Business Information Technology.
- Council and Council committees' (Planning and Resources Committee, Ellen Khuzwayo Council Awards Committee and the Honorary Degrees Committee) performance review results of 2009;
- Campus Master Plan – in particular, the Soweto Campus Development Plan (progress reports) and the Doornfontein Campus Development Plan (infrastructure and academic);
- construction of a student residence on Portion 1, Erf 1/809, Auckland Park: ratification;
- progress reports on the East Rand Campus: discussion of the future of the ERC;
- acquisition of Erf 1/809, Auckland Park and sale of Kleve Agricultural Holdings: progress reports;
- library space and study facilities: progress reports;
- security reports;
- appointment and/or re-appointment of Council members (in accordance with clause 9 (1)(i) of the SIS);
- appointment and/or re-appointment of Council members on Council committees;
- Cultural Integration Project;
- Photovoltaic Technology Intellectual Property (PTIP): progress reports on the dispute between UJ, the University of Pretoria and Nelson Mandela Metropolitan University (NMMU); Johanna Solar Technology Licence; and Thin Film Solar Technologies;
- charters approved: Revised Charter for the Human Resources Committee, Charter for the Development Committee and Charter for the Student Services Council;
- UJ Annual Report for 2008;
- Higher Education Quality Committee (HEQC) Institutional Audit: progress reports and participation of nominated Council members in interviews;
- executive leadership appointments;
- UJ Statute: progress reports;
- approval of amendment to appointment procedure for executive deans;
- discussion of Department of Education's (DoE) document on the Remuneration of Vice-Chancellors and Senior Managers;
- amendment to the UJSRC Constitution;
- Ellen Khuzwayo Council awards: Prof Dorothy Malaka;
- Honorary Degrees awards: Mr Richard Goldstone and Prof Mahmood Mamdani;
- audited financial statements for 2008: approval;
- approval of 2010 tuition fee increase;
- approval of 2010 budget and the University's Five-Year Financial Plan;
- discussion on the Agreement with the Ben-Gurion University of the Negev: required more information.

Council committees

The following Council committees were in place in 2009 (see also the Registrar's Report on Corporate Governance, p. 19):

- Executive Committee of Council, which also acted as the Council Membership Committee, consisting of the Chairperson, Vice-Chairperson, chairpersons of the various Council committees, the Vice-Chancellor, the Pro Vice-Chancellor and one Deputy 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 and Risk Committee;
- Development Committee;
- Finance Committee;
- Human Resources Committee;
- Naming Committee (joint Council/MEC 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 a highly respected, appropriately qualified and suitably experienced leader. The attendance of committee meetings was satisfactory.

The attendance of Council committees is reflected in the Report on Corporate Governance (p. 19).

Self-assessment

A Charter for Council (in accordance with the requirements of the SIS, but aligned with the University's mission, vision and strategic objectives) was developed and approved in 2007. The performance review system and instrument that were approved in 2006 were used at the Council meeting of 20 November 2009 in order to conduct the self-assessment. The same process was followed for the Council committees.

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

Roy Marcus (Prof)
Chairperson of Council

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL

I write this report with great pride at the strides that the University made towards reaching its vision during the year under review. I am deeply grateful to the Council for its stewardship and to my colleagues on the Management Executive and the broader Executive Leadership Group (ELG) for their partnership within, commitment to and investment in the UJ mission and our country's goals for higher education. Our progress would also not have been possible without the passion and dedication of our heads of academic, professional and support departments, general staff and student and worker leaders.

In 2009, we focused in particular on the theme of Living the UJ Values, even though the period of economic recession required us also to keep the focus on income growth and effective cost management. This focus on our financial statements and financial capacity became particularly important, given the limitations on UJ's core academic ambitions, which were imposed by the economic and financial environments. In previous reports we noted that during the period of 2005 to 2009, Council and the Executive Management of UJ focused attention on securing progressive yet sustained institution building, renewal and transformation, so that UJ could be positioned for strategic advantage and for making a solid contribution to the goals of the national higher education system. Thus 2005 to 2006 saw the institution focusing on securing a successful merger, in 2007 the focus was on renewing research, while in 2008 it was on laying the foundations for renewal and improvement of UJ's teaching and learning programmes.

Student enrolment and UJ's Enrolment Management Plan

Turning our attention to the year under review, student enrolment of just over 49 000 exceeded our expectations, as well as our institutional enrolment plan of 48 000. The most significant enrolment growth occurred on our commerce-focused Auckland Park Bunting Road (APB) Campus, which was up by 25%, but there was also positive growth on our Auckland Park Kingsway (APK) and Soweto (SWC) campuses. Good growth was recorded in the faculties of Sciences, as well as in the Faculty of Art, Design and Architecture (FADA), while enrolment growth beyond target occurred in our commerce faculties of Management and Economic and Financial Sciences. Learning especially from this enrolment experience, measures were introduced to cap growth during 2010 at 48 000.

As a consequence of these developments, UJ has now exceeded its Department of Higher Education and Training (DoHET) enrolment plan in terms of size; full compliance with the shape of this plan, viz., enrolment mixes, is only likely to be reached in 2012. This institutional cap of 48 000, coupled with the overall enrolment shape, is the subject of dialogue with the DoHET in respect of the 2011 to 2013 enrolment plan, with special reference to total enrolment and the diploma-degree and undergraduate-postgraduate enrolment mixes.

The significantly increased size of the undergraduate class entering for the first time has brought some risk to UJ, as it has to all universities. The most important of these risks has been realised, viz., that under-preparation for university level education has resulted in a sharp fall in first time entrants' overall degree and diploma credit success rates to 67,1% from 74,6% (2008). Consequently, overall success rates fell to 74,4% from 76,6%, after a steady increase over the previous three years. Significant declines in success rates were recorded by the faculties of Science (down to 66% from 76%), Law (down from to 72% from 77%), Education (down to 76% from 80%) and Management (down to 74% from 77%), while a significant increase was recorded by the Faculty of Health Sciences (to 84% from 80%). This also resulted in a significant increase in the number of academic exclusions at the end of 2009. This, and other related risks, is actively managed. Particular reference is made to UJ's new First Year Experience (FYE) programme to be introduced in 2010, which aims to smoothen the school-to-university transition significantly, with a focus on an improved and full-year first-year orientation programme; entrance placement testing; early identification of at-risk students, with follow-up interventions; and compulsory attendance of tutorials and lectures, especially for at-risk students in high-risk modules. Further, as part of this programme, our student residences will focus on creating learning communities and academic centres of excellence. We are optimistic that these interventions will help us mitigate poor academic preparation for first-time university entrants. Also, arising from UJ's 2008 Teaching and Learning Programme Review, attention in 2010 will be on the standardisation of contact time and tutorials across our campuses; an improved senior student experience; improving academic teaching and content knowledge; and the introduction of a new undergraduate programme on citizenship in 2011.

Postgraduate students' registration also exceeded target enrolment, reaching close to 6 500. As we point out in this annual report, new measures to improve postgraduate success rates are also being implemented, including the establishment of the Postgraduate Research Support Centre. This Centre consolidates the support provided in our leading academic departments and provides support in proposal writing, literature reviews and research methodology. To help nurture the next and more diverse generation of UJ academics, a new measure implemented in 2009 was UJ's Next Generation Scholars Programme. This programme sees UJ investing R25 million in significantly enhanced fellowships for master's and doctoral candidates over four years, beginning in 2009. Significantly, this programme has received generous support from PetroSA (R9 million), Murray & Roberts (R1 million), Nedbank (R0,5 million), Old Mutual (R0,75 million) and Xerox (R0,5 million), while a further US\$450 000 has been committed by the Ford Foundation. This means that just over R16 million of the R25 million cost for this programme has been secured from external donors. Notwithstanding this success in respect of donor-based income, generating unencumbered "non-state-non-tuition fee-non-capital investment" income for UJ remains a significant challenge, especially in the current economic environment.

On the output side, graduations increased marginally to 10 322 (2009) from 10 310 (2008), making the University a significant contributor of highly skilled people.

2009 – UJ's Institutional Audit year

Ahead of its first Institutional Audit in August 2009, the University completed a successful and instructive Mock Audit in February 2009, which led to the development of the UJ Self-Evaluation Report for the HEQC. The Institutional Audit itself was successfully completed, an oral report was provided by the audit panel and the University developed and began to implement an initial programme of actions on the basis of this oral version of the Institutional Audit Report. The final Institutional Audit Report is expected in mid-2010.

UJ's research progress

As we reported in previous years, our research "Quick-Wins" initiative has resulted in the strengthening of UJ's research capabilities, through the establishment of research centres and the appointment of research-focused professors. During the year under review, the emphasis in these research areas has therefore now shifted from establishment to research productivity. With our research participation rate for 2009 on target at 50% of all academic staff, accredited research output for 2008 is significantly up from 2007; however, this is principally in respect of conference proceedings, books and book chapters. Increasing our output of accredited journal publications, principally in the Institute for Scientific Information's listed journals, remains our priority: key performance areas and indicators of executive deans have been amended to reflect this prioritisation. Given the investments made over the last three years in our research strategy, and our staff qualifications' upgrading programme, our goal remains to grow accredited research output to a peak of 600 units for the 2011 output year. In this regard, our target for the 2009 output year is 450 units, as we build up to the 2011 output goal. I am also pleased to report that the prestigious National Research Foundation (NRF) Chair in Sociological Studies position, worth R12,5 million over five years, was awarded to Professor Peter Alexander, who heads up UJ's Centre for Sociological Studies.

Staff-related matters

External accreditation of a number of UJ's Engineering and the Built Environment faculty programmes was completed and has highlighted critical risk areas to accreditation, such as laboratory equipment and staff vacancies. Immediate investment of R6 million in laboratory equipment for this Faculty was approved and forms part of a joint UJ-DoHET investment of R60 million in laboratory equipment on our Doornfontein Campus (DFC). This investment is part of the overall DFC development programme that sees the consolidation of the faculties of Health Sciences and Engineering and the Built Environment by 2014. Further, most of the vacancies in the Faculty of Engineering and Built Environment, themselves precipitated by the previous economic cyclical upturn, were filled by the end of 2009, including that of the Executive Dean. Many vacancies have also been filled within the critical operating support area of Information and Communication Systems.

Work continues on the review of the extent of academic staff engaged in non-subsidised programme offerings. This is important, since their participation in these activities may have a potentially negative

impact on the University's core teaching and research mission. Also, the financial benefits and costs to the institution are poorly understood and we are developing alternative operating models in this regard, especially with our Engineering and the Built Environment academic staff. Excellent academic appointments have been made in the faculties of Humanities and Economic and Financial Sciences, which are enhancing the faculties' national and international profiles, while a new medium-term plan to re-position and renew the Faculty of Law, where staff losses have resulted in a significant vacancy rate, is being developed for implementation, particularly in 2010 to 2011. As we record elsewhere in this report, academic staff participation in our staff qualifications' upgrading programme, focused on those academic members of staff without a master's degree to have completed such by the end of 2011, was on target at 50%.

We continue to work at the transformation of Senate from a purely administrative apparatus to one that is dynamic, diverse, dialogical and participative. The strategy to have theme-focused Senate meetings, such as on enrolment planning, research and the teaching and learning review, is providing for positive engagement.

The final phase of the harmonisation of Conditions of Service was concluded during 2009 and the provisions thereof are now being implemented. As confirmed by officials of DoHET's merger unit, UJ is the only merging institution to have completed this work by mid-2009. The UJ Council-approved Employment Equity Plan, in respect of filling academic vacancies predominantly with black appointees, was implemented with moderate success (56% achieved vs 60% target), while good progress was made in making black African appointments to ELG vacancies. Academic employment equity targets for 2014 have been revised in line with the national academic profile (37% black) and, accordingly, the Institutional Scorecard targets will be set for the percentage of UJ black academic staff, in addition to the percentage of vacancies filled by black academic staff. This change was made in order to capture both recruitment and retention and the 2010 target has been set at 29% (2009: 28%) and that of 2014 at 37%.

For 2009, all unions agreed to a 10,5% "total-cost-to-institution" adjustment, which was within the Council-approved mandate, while Council's Remuneration Committee approved a 9% increase for members of the ELG. During 2009, we continued to implement UJ's Recruitment and Retention Policy in order to attract and retain top talent successfully, while a new provision was added to recognise and reward those members of staff who fall within the newly approved staff excellence categories more generously. These categories recognise UJ's top academic talent and make provision for our top professional and support staff. Seven academics were recognised as "excellent" in 2009 and were appropriately rewarded. Council's Remuneration Committee also commissioned a further comparative survey of the remuneration of the ELG and a new survey of the remuneration of the professoriate. The latter action is consistent with our concern to retain and recruit top scholars and to bring remuneration of these scholars into better alignment with those of the ELG.

The annual Vice-Chancellor's Awards Ceremony recognises UJ's top teaching and research staff. In 2009, an additional Vice Chancellor's Award for outstanding service beyond the call of duty for non-academic staff was added. The 2009 Teacher Excellence awardees were Prof H. Winkler of the Department of Physics in the Faculty of Science, Ms C. van Rooyen of the Department of Anthropology and Development Studies in the Faculty of Humanities and Ms E. du Toit of the Department of Accountancy in the Faculty of Economic and Financial Sciences. The 2009 Researcher of the Year award went to Professor B.-E. van Wyk of the Department of Botany in the Faculty of Science, while the 2009 Most Promising Young Researcher of the Year award went to Dr M. de Kock of the Department of Geology, also in the Faculty of Science. The Vice-Chancellor's Award to Support Staff for Exceptional Service Beyond the Call of Duty went to Dr J. Manyaka, Campus Director of the Soweto Campus and to Prof H. Geysler and Ms I. Pretorius (joint award) of the Division for Institutional Planning and Quality Promotion.

The Soudien Report on transformation and UJ's change management

The Report of the Committee on Progress towards Transformation and Social Cohesion and the Elimination of Discrimination in Public Higher Education Institutions (the "Soudien Report") was published in 2009. Higher Education South Africa (HESA) requested all higher education institutions to provide it with their comments on the Report in order for it to compile a sector response to the Report. In its comments UJ welcomed the establishment of the Soudien Committee and also welcomed its Report. It welcomed the appreciation expressed in the Report for the role played by the UJ Council in

the promotion of transformation and of transparent and accountable governance at UJ, as well as the recognition given in the Report to UJ's Next Generation Scholars Programme. UJ was largely supportive of the recommendations made in the Soudien Report and, in its comments, indicated progress that UJ had made in the implementation of many of its recommendations, particularly within the context of the Cultural Integration Project initiated at UJ in 2009. Further, UJ welcomed the recommendation that a thorough national review of institutional forums be undertaken. However, we indicated that we did not support the recommendation that a Ministerial permanent oversight committee be established to monitor transformation at higher education institutions, nor did we support the recommendation that an "Office of the Ombudsman" be established, where transformation-related complaints can be lodged.

Against this background, considerable effort continues to be invested in nurturing staff and student engagement and commitment to Living the UJ Values. Programmes include leadership management workshops focusing on change management and bottom-up staff-focused communication campaigns. In order to assess progress since the first staff Institutional Audit conducted in 2008, a follow-up audit will be conducted in early 2010. Further, staff and student satisfaction surveys have come in at a credible 64 to 66% approval. UJ executives continued to participate in the Executive Leadership Development Programme and the Executive Health and Wellness Programme and are participating within and benefiting from the new Executive Coaching Programme introduced in 2009.

Student governance and related matters

The UJSRC Constitution has gone through a further series of amendments, which were approved by the UJ Council, and which resulted in the postponement of SRC elections from the traditional September elections to March 2010. Some of these amendments aimed to remedy the disruptive experience of 2009, which saw the President of the SRC being recalled within weeks of taking office and his reinstatement at mid-year. Other amendments establish a separately elected UJSRC (in addition to the campus SRCs), as well as the UJ Student Parliament, Campus Sport, Arts and Culture, and Societies councils. During the year under review, the National Student Leadership Academy – a UJ partnership with Bokamoso Trust to develop and nurture student leadership – became functional at UJ. This academy is expected to operate nationally from 2010. 2009 also saw excellent progress made with UJ's culture change management programmes implemented in student residences, focusing on Living the UJ Values, and saw the development and adoption of student residence values charters. Thus, residences are no longer seen as places of repose, but as living and learning communities. As we record elsewhere in this report, increasing risky student behaviour was also the focus of the Student Affairs Division, as was its efforts to improve the academic culture in student residences.

The annual tuition fee consultation with the UJSRC was successful and concluded on a positive note, with a 12% tuition fee increase for 2010. This was a significant achievement in light of unstable UJ and campus SRCs, as we drew attention to earlier in this report, and a vigorous national student campaign against tuition fee increases. While UJ already achieved important success in fully committing National Student Financial Aid Scheme (NSFAS) funds to students by the end of the first term of 2009, part of the 2009 tuition fee agreement committed a further R20 million of UJ fee income to NSFAS for qualifying students on the waiting list. Further, during 2009 a new Student Services Council was established to give more effective attention to student academic and support needs and concerns, as well as those from the Executive Management relating to enhancing the preferred student experience, student governance, academic development, etc.

Institutional advancement and internationalisation

2009 saw a new and focused brand marketing campaign implemented for specific markets, viz., student recruitment, alumni and the Soweto Campus. The result of UJ's branding and marketing campaigns over the period of 2007 to 2009 was coming second in the Sunday Times university brand survey (after only UCT) – an outstanding achievement for the University. UJ's internationalisation approach and practice, including academic partnerships, student recruitment and study abroad programmes, were reviewed and a new strategy was developed for implementation in 2010. The post of Executive Director was created to drive this more expansive and vigorous internationalisation programme and is expected to be filled in 2010. A successful academic mission to Brazil was undertaken, following those to China and India in previous years, leading to new academic linkages and partnerships between UJ academics and their peers from leading Brazilian universities. The UJ profile was maintained at international forums: notably the African Union of Universities, the Association of Commonwealth Universities and the Commonwealth Ministers of Education Conference.

During 2009, UJ's partnership on education leadership with Harvard University reached an advanced stage of preparation and I was privileged to host Professor Drew Faust, the Harvard President, at our Soweto Campus. This was the first visit to Africa by a serving Harvard president, during which the UJ-Harvard partnership was announced. I was also privileged, on this occasion, to host the Minister of Higher Education and Training, Dr Bonginkosi Nzimande.

During the year under review, we continued to implement our programme of regional alumni meetings, although with a new deliberate shift of focus from friend-raising to fundraising. Functions with high net worth alumni and business leaders were also put in place. Further, the faculties of Health Sciences and Engineering and the Built Environment held successful public engagement functions to profile the faculties and to inform and mobilise the support of key stakeholders for their consolidation plans for the Doornfontein Campus. On the other hand, UJ's Convocation, which elected Ms Trix Coetzer, UJ Council's deputy chairperson, as its new president, struggled to reach the desired level of alumni participation. Further, the UJ Alumni Dignitas Awards, to celebrate exceptional achievements of UJ Alumni, were awarded to two worthy candidates, viz., Mr Jimmy Manyi, the Director General of the Department of Labour and Ms Maira Koutsoudakis, renowned South African interior designer.

Community engagement

Several successful community engagement events marked the 2009 calendar. The Community Engagement Advisory Board was established and a Community Engagement Showcase and Community Engagement Road Open Day Expo were hosted. A total of 171 community engagement projects were operational and several community-based research projects were initiated across the nine faculties and other divisions. The Office for Community Engagement established a partnership with the South African Volunteer Organisation in order to generate a bigger and more organised volunteer programme at the University. Student structures continue to play an important role in community outreach programmes, with 50 projects in 2009. Several other divisions participated in community outreach programmes, resulting in a total of 228 such projects in 2009. We also hosted the South African Higher Education Community Engagement Forum on 30 November and 1 December.

Developing UJ's campuses

Large capital projects completed on time and within budget during the year under review included the APK Campus geology laboratory, the cluster of APK Campus tutorial rooms and the new DFC student centre. The R400 million UJ-DoHET renewal and development of the Soweto Campus was, by year end, well on track and well within budget: so much so that savings and interest from the DoHET capital grant and UJ top-up funding were being earmarked for a new project, viz., the erection of the first on-campus 300-bed Soweto residence. This development is to augment the medium-term leases that the University holds on the off-campus residences in Dube and Orlando West. A further new project approved by the UJ Council during 2009 was the erection of a new residence on the APK Campus that is earmarked mainly for accounting students in the national Thuthuka programme.

During 2009, the University finalised its Campus Master Plan, with its first phase being implemented on the Soweto Campus. The second phase of this plan involves the further development of DFC, ahead of the consolidation there of the faculties of Engineering and Built Environment and Health Sciences. In respect of the DFC development, an in-principle agreement was reached with the DoHET to channel the planned joint DoHET-UJ infrastructure investment of R180 million towards this objective. In this regard, the view of the DoHET is that UJ should use this resource envelope to enhance the quality and graduation rates of its engineering technology programme offerings on DFC significantly. DoHET officials also agreed that UJ should present a further claim for additional capital investment in the next round of infrastructure and efficiency grants to complete the DFC renewal and development programme. In respect of the East Rand Campus, the University is now in the final stages of reaching an agreement about that campus' medium-term use by UNISA.

Health and wellness

The following three divisions are operational: the HIV/AIDS Office, the HIV/AIDS Committee that reports to the MEC, as well as Primary Healthcare (a campus clinic on each campus) and Occupational Healthcare. The University's HIV/AIDS Programme is in accordance with the HESA (HE-AIDS) Policy Framework and related guidelines. UJ participated in all the national workshops. We also participated in the HE-AIDS project that was funded by the European Union. Voluntary counselling and testing (VCT)

increased from 3 369 in 2008 to 5 116 in 2009, with an overall prevalence of 1,3%, which has been fairly stable for the past five years. The institutional HIV/AIDS day is hosted annually, as well as a Candlelight Memorial service. The primary healthcare clinics render services to students, employees and visitors. UJ was challenged with the H1N1 influenza outbreak during the national student winter sport event. The UJ Resilience and Executive Coaching programmes were initiated for all ELG members in 2009.

Financial overview

Turning to our financial review, which includes our audited financial statements that we highlight in this report, I am happy to report that our year-end financial outcomes are substantially better than budget. Due to better-than-budgeted tuition, subsidy and donor income, as well as an excellent response by the University community to our cost-awareness and cost-management programme, our operating loss came in at R2 million against our budgeted operating loss of R150 million. There are many positive consequences arising from this outcome: notably that our University reserves have been unaffected by our operating outcomes, since we had planned to finance the budgeted operating shortfall from reserves. Notwithstanding a challenging investment environment, our investment income enabled UJ to achieve a surplus of R152 million (2008: R245 million). In this regard, I wish to record my sincere appreciation to Prof Kriek and his finance team, our executive deans and executive directors, as well as our heads of academic, professional and support departments for this outstanding achievement.

Risk management at UJ

The University's Risk Management Policy was fully implemented during 2009. The Risk Management Committee received regular reports from all faculties and professional and support divisions and all of them now have fully operating Risk Registers. Institutional risks were also reported cyclically to the Management Executive Committee and to the Council Audit and Risk Committee. In this regard, Risk Registers consist of all the identified risks, their assessment with regards to impact and likelihood, as well as controls or action plans required to manage significant risks on an acceptable level.

Our first five years; the next decade

During the year under review, the MEC and ELG completed their annual review of our strategy and their forward-planning for the three-year period ahead. They took the view that UJ's strategic plan should be consolidated around six key institutional thrusts – a reduction from 11 in the previous planning period. These are: sustaining and growing excellence in teaching; sustained growth and excellence of research profile; institutional differentiation and distinctive campus programme profiles that are equitably and sustainably resourced; a people-focused and socially cohesive university community; cost-consciousness and effective and sustainable resource generation; and effective and sustainable international partnerships and academic profile. Further, no new strategic thrusts were proposed for the immediate period ahead and the University's Five-Year Financial Plan was reviewed, updated and approved by the UJ Council. These finance proposals anticipate that operating losses over the five-year period be limited to a cumulative loss of R100 million, which compares favourably with the Council-approved operating loss of R150 million for 2009. Achieving this five-year outcome will require the consideration and implementation of tough choices.

2010 sees UJ celebrating its fifth anniversary and the end of 2009 provided an early opportunity for Council and the ELG to review these years and look ahead to the next decade. Our initial view is that UJ has emerged from its potentially fractious merger as a progressive, trendsetting, vibrant, stable and strong university with strong programmes, a strong brand and an excellent location in Africa's economic heartland. Senior executives argue that the focus over the next decade should be on entrenching UJ's position in its current student and academic market. In this regard, it is argued that UJ should increase its share of top student enrolment (currently about 30% of first time entrants have APS scores above 36); continue to retain and attract top academics; and deepen, strengthen and market its academic programmes more effectively, with special reference to its strong academic programmes. There is also strong support among the Council and senior managers for the expansion of UJ's identity and positioning over the next decade as a technology innovation university. Such a programme should give attention to incentivising innovation and invention; to the renewal, invigoration and "UJ-ification" of technology programmes in terms of depth, relevance and value of academic staff's competence and confidence, including the development of a parallel academic promotion policy for non-research focused academic staff; and to the status of technological programmes among the public, as well as critical stakeholders.

Institutional performance

Turning to the Institutional Scorecard (see annexure one) and individual performance, I am pleased to report that UJ's performance management system, now at the end of its third year, is well-institutionalised. It comprises a system of approved annual performance contracts that are entered into with each member of the Management Executive, executive deans, executive directors and heads of academic, professional and support departments. Each manager's performance is then reviewed by his/her supervisor at least twice annually. The review of the Vice-Chancellor is undertaken by the Chairperson of Council. The Chairperson of Council also joins the Vice-Chancellor in reviewing other members of the Management Executive. In this regard, the average score of the ELG, which includes the Management Executive, executive deans and executive directors was 4,0 (out of a maximum of five), with a range of 3,2 to 4,6. In 2009, performance bonuses were only made to executives with a minimum individual score of 3,5. Council also annually approves the UJ Institutional Scorecard, which is a selection of key performance indicators that weigh and measure UJ's strategic thrusts. In 2009 these were: teaching effectiveness and enrolment management; research output and research profile; financial sustainability; resource generation and institutional efficiency and effectiveness; culture and intellectual capital; brand and community engagement; and governance. In 2009 the outcome of this score was 3,9 (out of a maximum of five).

Conclusion and personal value added

In conclusion, I wish to draw attention to what I consider to be personal achievements that were made possible under the stewardship of the Chairperson of Council, Professor Roy Marcus, and his fellow members of Council and committee chairpersons. First, I draw attention to having provided and nurtured the philosophical positioning of the University as trendsetting and visionary, yet grounded, humble and focused on the country's objectives for higher education. Second, I note the successful merger, despite a fractious start, in particular with regards to the provision of leadership, as well as mobilising the UJ community around UJ's vision; providing strategic direction; maintaining the University's focus on its critical thrusts and programmes; and nurturing, motivating, conceptualising and institutionalising UJ's senior management level and institutional level performance management and monitoring system. In this regard, full details of the progress made by the University against the Council-approved extract of performance indicators, known as the UJ Institutional Scorecard (see annexure one), is provided separately in this annual report. Third, I note the further development of the UJ senior management leadership development programmes that now include heads of academic, professional and support departments, as well as the highly successful ELG Coaching Programme. Fourth, I draw attention to the dialogical leadership approach, which includes regular campus town hall meetings with staff and student leaders and Vice-Chancellor functions with heads of academic, professional and support departments. These meetings aim to motivate the University's vision, mission, values, strategic goals and thrusts and to provide opportunity for institutional leaders and staff to give input into the evolution of the University. These dialogues continue to yield a constructive attitude and have been instrumental in pre-empting high risks, such as the successful conclusion of the annual salary negotiations and tuition fee consultations. Fifth, I draw attention to my efforts in promoting a more deliberative and participatory role for Senate, which are now beginning to bear fruit. Sixth, I draw attention to my personal leadership of the institution's critical Institutional Audit and to its fundraising and internationalisation programmes. Finally, I wish to note that I was elected by my peers to the Executive of HESA as Chairperson of the HESA Finance Committee (2010 to 2011).



Ihron Rensburg (Prof)
Vice-Chancellor and Principal

CORPORATE GOVERNANCE REVIEW

The University is committed to the principles of discipline, transparency (and disclosure), independence, accountability (including the fiduciary obligations), fairness and social responsibility, as advocated in the King Report on Corporate Governance. Accordingly, the Council endorses and, during 2009, has applied the Code of Corporate Practices and Conduct, as well as the Code of Ethical Behaviour and Practice as set out in the King II Report. PricewaterhouseCoopers (PwC) are the existing external auditors. The annual remuneration of executive managers is reflected in the audited report.

COUNCIL AND COUNCIL COMMITTEES

The Report by the Chairperson of Council reflects the membership status and attendance record of the Council, as well as the various Council committees that existed in 2009. The charters of the various Council committees were approved in 2006. These committees are all chaired by independent Council members (who are not employees of the University) and the majority of their members are also independent.

The independent members of the Council are highly skilled and engage in issues with vigour. Mr Johnson (J.J.) Nyeke, Chairperson of the Audit and Risk Committee, holds a BCom, BComptHons, CA(SA) and a Higher Diploma in Tax Law. He is the Managing Director of Kagiso Trust Investments (Pty) Limited. The Charter of the Council Audit and Risk Committee was revised in 2008.

The Chairperson of the Finance Committee, Ms Trix Coetzer, is the Chief Financial Officer of the South African Revenue Services and she holds a CA (SA).

The Chairperson of the Human Resources Committee, Mr J. Dikgole, is the Chief Executive Officer of Wholesale & Retail SETA and holds a Teachers' Diploma, a MAP (Wits Business School), a BCompt (UNISA) and an MBA (Penn State University). The Chairperson of the Planning and Resource Committee is Mr Cyril Gebhardt. He is a TWR diplomate who qualified in Chemical Technology and Production Engineering and, over the past 30 years, has made his mark in the chemical and glass industries as a successful entrepreneur.

The status of Council committee attendance in 2009 has been satisfactory with the exception of the Human Resources Committee and is reflected in the tables below. (Note: The attendance status of the Council is reflected in the Chairperson's Report on page 9.)

Table 3: Attendance status of Executive Committee of Council

Executive Committee of Council					
Members	19 March 2009	30 April 2009	28 May 2009	23 July 2009	22 October 2009
Ms T. Coetzer	✓	✓	✓	✗	✓
Mr J. Dikgole	✗	✗	✓	✓	✓
Mr C. Gebhardt	✓	✓	✓	✓	✓
Prof R. Marcus (Chairperson)	✓	✓	✓	✓	✗
Mr J.J. Njeke	✓	✗	✓	✗	✓
Prof I.L. Rensburg	✓	✓	✓	✓	✓
Prof D. van der Merwe	✓	✓	✗	✓	✓

Table 4: Attendance Status of Audit and Risk Committee of Council

Audit and Risk Committee of Council			
Members	13 May 2009	16 July 2009	15 October 2009
Mr B. Hoboyi	✓	✗	✓
Mr J.J. Njeke (Chairperson)	✓	✓	✓
Prof I.L. Rensburg	✓	✓	✓
Mr K. Sibiyi	✓	✓	✓

Table 5: Attendance Status of Finance Committee of Council

Finance Committee of Council		
Members	9 February 2009	12 October 2009
Mr F. Baleni	NM	x
Ms T. Coetzer (Chairperson)	✓	✓
Mr J. Dikgole	x	x
Prof J.H. Kriek	✓	✓
Dr S. Lushaba	x	✓
Judge F.R. Malan	✓	✓
Ms M. Nyoka	x	✓
Prof I.L. Rensburg	✓	✓

Table 6: Attendance Status of Human Resources Committee of Council

Human Resources Committee of Council						
Members	19 February 2009 (Special)	29 April 2009	28 May 2009 (Special)	23 July 2009	27 August 2009 (Special)	22 October 2009
Mr J. Dikgole (Chairperson)	x	x	x	✓	✓	✓
Prof J.H. Kriek	✓	✓	✓	x	✓	NLM
Prof R. Marcus	✓	✓	✓	✓	✓	x
Ms T. Mgoduso	x	✓	✓	✓	x	NLM
Ms X. Nzalo	x	x	✓	x	x	x
Prof .I.L. Rensburg	✓	✓	✓	✓	✓	✓
Dr W. Rowland	✓	✓	x	✓	✓	✓
Ms K. Thoka	✓	✓	✓	✓	✓	x
Prof D. van der Merwe	✓	✓	x	✓	✓	✓
Invitees						
Prof J.H. Kriek			See note below			✓
Ms T. Mgoduso			See note below			x

(Note: According to the Revised Charter for the Human Resources Committee of Council, approved by the Council on 27 August 2009, the status of the DVC: Human Resources and Operations/Strategic Services and the Executive Director: Human Resources changed from full members to invitees with effect from 1 September 2009.)

Table 7: Attendance Status of Planning and Resources Committee of Council

Planning and Resources Committee of Council				
Members	11 February 2009	6 May 2009	28 May 2009 (Special)	7 October 2009
Ms A. Botha	✓	✓	✓	NLM
Mr C. Gebhardt (Chairperson)	✓	✓	✓	✓
Ms N. January-Bardill	NM	NM	NM	x
Mr D. Manganye	NM	NM	NM	✓
Dr/Com N.J. Mxakato-Diseko	x	✓	✓	✓
Dr R. Ramparsad	✓	✓	✓	NLM
Prof I.L. Rensburg	✓	x	✓	✓
Prof D. van der Merwe	✓	✓	x	✓

Table 8: Attendance Status of Ellen Khuzwayo Council Awards Committee

Ellen Khuzwayo Council Awards Committee of Council		
Members	11 June 2009	17 September 2009
Prof S. Gravett	✓	x
Prof R. Marcus (Chairperson)	✓	✓
Prof T. Marwala	✓	✓
Prof M.E. Muller	✓	✓
Dr/Com N.J. Mxakato-Diseko	✓	✓
Prof A. Parekh	x	✓
Prof I.L. Rensburg	x	✓
Prof R. Ryan	x	✓
Mr K.B. Sibiyi	x	✓
Ms J. Siwani	✓	✓
Prof D. van der Merwe	x	✓

Table 9: Attendance Status of Honorary Degrees Committee of Council and Senate

Honorary Degrees Committee of Council			
Members	11 June 2009	17 September 2009	24 November 2009
Prof S. Gravett	✓	x	x
Prof A. Habib	✓	✓	✓
Prof R. Marcus (Chairperson)	✓	✓	x
Prof T. Marwala	x	✓	✓
Prof M.E. Muller	✓	✓	x
Dr/Com N.J. Mxakato-Diseko	✓	✓	x
Prof A. Parekh	x	✓	x
Prof I.L. Rensburg	x	✓	✓
Prof R. Ryan	x	✓	✓
Mr K.B. Sibiyi	x	✓	✓
Ms J. Siwani	✓	✓	✓
Prof D. van der Merwe	x	✓	x

Table 10: Attendance Status of the Naming Committee

Naming Committee Combined Council and MEC committee			
Members	20 March 2009	24 July 2009	6 November 2009
Mr P. Boleu	NM	NM	✓
Ms A. Botha	x	✓	✓
Prof A. Habib (Chairperson)	✓	✓	✓
Prof W.J. Hollander	✓	✓	✓
Mr M. Jankowitz	x	✓	✓
Ms C. Kgamphe	✓	x	x
Judge F.R. Malan	x	x	x
Prof B. Mandew	x	✓	✓
Mr D. Manganye	✓	✓	✓
Mr M. Matjeke	x	x	x
Mr X. Mkhwembe	✓	x	x
Prof Z. Mtumane	x	x	✓
Prof L. Patel	x	✓	x
Prof I.L. Rensburg	x	x	x
Ms S. Seyama	✓	✓	x

Mr M. Shabangu	x	x	x
Mr K. Sibiya	x	x	x
Prof J. Sonnekus	✓	✓	✓
Prof J. Spowart	x	x	✓
Mr K. Swift	✓	x	x
Prof D van der Merwe	✓	x	✓

Table 11: Attendance Status of the Development Committee of Council Committee

Development Committee of Council			
Members	23 February 2009	29 May 2009	23 November 2009
Mr J. Ellis	NM	✓	x
Mr C. Gebhardt	✓	✓	x
Prof S. Gravett	✓	✓	✓
Prof A. Habib	✓	✓	✓
Prof J.H. Kriek	✓	✓	x
Prof R. Marcus (Chairperson)	✓	✓	x
Prof T. Marwala	✓	✓	✓
Prof J. Njeke	x	x	x
Prof A. Parekh	✓	x	x
Prof I.L. Rensburg	✓	✓	✓
Mr K. Swift	✓	✓	✓
Prof D. van der Merwe	✓	x	✓

✓ = Attended

x = Did not attend

NM = Not member

NLM = No longer member

WORKER PARTICIPATION AND CONFLICT MANAGEMENT

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 impact) that affect employees of the University and 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. Each union has a representative on the Institutional Forum.

The University's Harmonisation Phase Two process was concluded in 2009. Employment Relations at UJ during 2009 had no extraordinary trends or events. No industrial action was experienced during 2009, albeit that unionisation levels remain unusually high for a higher education institution.

STUDENT PARTICIPATION AND MANAGEMENT OF CONFLICT

Representatives of the UJSRC are members of the Council, Senate and selected senate committees (including faculty boards), the Institutional Forum, as well as the institutional HIV/AIDS Committee. Draft institutional policies are also submitted to the Student Affairs Division during the process of consultation. Regrettably, SRC participation and attendance at most of the above committees' meetings was not up to standard.

CODE OF ETHICS

The University takes its responsibilities seriously in promoting ethical behaviour among its employees and students in all aspects of the institution's functioning. It 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. An institutional Code of Ethics still has to be developed.

Declaration of interest

Members of Council, Council committees, MEC and MEC committees, Senate and Senate committees declare before a meeting whether a possible conflict of interest exists (including a statement of zero interest if applicable). This declaration is confirmed in writing and such records are retained by Committee Administration. The Registrar requests a general declaration of interests or possible conflicts in February/March and the Report serves at Council and MEC meetings for information and noting.

In addition to this, employees in Academic Administration also declare an interest with reference to any family member, spouse or relationship partner who is registered for an academic programme in the University. This also applies to executive deans.

Statement of confidentiality

If UJ employees apply for a post, the members of executive managers' selection committees sign a statement 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 an interest, are required to sign a Statement 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. (See also the Statement on Risk Management.)

Dramatic Artistic and Literary Rights Organisation (DALRO) blanket copyright licence

The DALRO Agreement is regulated by means of a set of rules and the necessary skills development via the University's Skills Development Programme. (See also the Statement 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. It 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, lecturers, researchers, mentors and advisers;
- engendering trust in the institution and the practice of science;
- legitimising discussion of ethical issues;
- facilitating appropriate ethical decision-making.

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. Various policies related to Information Technology were approved in 2009.

Students' Code of Conduct

The regulations were approved by the Senate in 2008, including the Students' Code of Conduct, focusing on general conduct; organised student activity; right of admission; access to information; substance abuse; theft and related transgressions; damage to property; firearms; and general operational activities. The regulations related to student discipline were revised for approval in 2010.

Leadership Charter

A Leadership Charter was developed in 2005, focusing on:

- 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.

The Leadership Charter will be revised as part of the University's Cultural Integration Project.

Sexual harassment

The University's Sexual Harassment Policy was approved in 2005. Its aim is 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.

Whistle-blowing

The Whistle-Blowing Policy and Scamstop Hotline were approved in 2007. The system is operational, but no "whistle-blowing" of substance took place in 2009.

MANAGEMENT EXECUTIVE COMMITTEE

The Management Executive Committee consists of the Vice-Chancellor and Principal (Chairperson), the Pro Vice-Chancellor, the Deputy Vice-Chancellors, the Registrar and the Special Adviser to the Vice-Chancellor. The Charter for the Management Executive Committee was developed and approved in 2007.

MEC meetings were held every alternate week, in keeping with the academic calendar (a total of 22 meetings were held in 2009). The agenda of these meetings is organised in accordance with the portfolio of each member, focusing primarily on strategic matters and those operational matters that require MEC approval, owing to the approved delegation of authority related to the agenda item. Various capital projects, primarily on the Soweto Campus, received priority. The attendance of the MEC meetings is high and is reflected in the following table.

Table 12: Attendance status of the Management Executive Committee

Management Executive Committee (MEC)																							
Members	Date																						
	20 January 2009	3 February 2009	17 February 2009	3 March 2009	17 March 2009	24 March 2009	21 April 2009	14 May 2009	19 May 2009	27 May 2009 (special)	2 June 2009	22 June 2009 (special)	21 July 2009	18 August 2009	8 September 2009	22 September 2009	6 October 2009	20 October 2009	3 November 2009	17 November 2009	1 December 2009	11 December 2009 (special)	
Prof P. Dube	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof A. Habib	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dr M.R. Kgaphola	✓	✓	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM
Prof J.H. Kriek	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof N.I. Morgan	✗	✗	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM	NLM
Prof M.E. Muller	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dr P.Z. Njongwe	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	NM	✓	✓	✓	✓
Prof A. Parekh	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Prof I.L. Rensburg (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Prof D. van der Merwe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗

- ✓ = Attended
- ✗ = Did not attend
- NM = Not member
- NLM = No longer member

MEC committees

The following MEC committees were operational in 2009: the MEC Academic Committee (MECA), the MEC Operations (MECO) Committee, MEC Risk Management Committee and the MEC Committee for People with Disabilities. The MEC Academic Committee met every alternate week, in keeping with the academic calendar, and focused on operational academic matters, as well as strategic matters as reflected in the academic strategic thrusts. The MEC Operations Committee met monthly, in keeping with the academic calendar, and focused mainly on operational matters. The MEC Risk Management Committee focused on strategic matters related to Risk Management, such as the refinement of the University's Risk Management Policy, Strategy and Methodology. This committee met quarterly, in keeping with the academic calendar, and focused on the execution of the University's Risk Management Strategy, Policy and Methodology, including workshops on risks with selected divisions and sub-divisions within the University, resulting in an updated Risk Register that served at the above committee and at the Council's Audit and Risk Committee. The Committee for People with Disabilities met quarterly.

The reports of the MEC committees served at the Management Executive meetings. Attendance is high and is reflected in the tables that follow.

Table 13: Attendance status of the MEC Academic Committee

MEC Academic Committee 2009																							
Members	27 January 2009	10 February 2009	10 March 2009	24 March 2009	28 April 20089	12 May 2009	26 May 2009	9 June 2009	28 July 2009	11 August 2009	25 August 2009	15 September 2009	29 September 2009	13 October 2009	27 October 2009	10 November 2009	24 November 2009						
Prof I.C. Burger	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof E. de Kadt	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof A. Dempsey	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof S. Gravett	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✗	✓	✓						
Prof A. Habib	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓						
Prof S. Kruger	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof T. Marwala	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓						
Dr C .Masuku	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓						
Prof M.E. Muller	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof P.H. O'Brien	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof A. Parekh	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✗						
Prof R. Ryan	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof M. Sauthoff	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓						
Prof A. Swart	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Prof D. van der Merwe (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓						

Table 14: Attendance status of the MEC Operations Committee

Management Executive Committee Operations						
Members	10 March 2009	23 April 2009	18 June 2009	17 September 2009	16 October 2009	13 November 2009
Mr J. Bassill	✓	✓	NLM	NLM	NLM	NLM
Prof E. de Kadt	✗	✓	✓	✓	✓	✓
Mr R. du Plessis	NM	NM	NM	NM	✓	✓
Mr F. Heyneke	✓	✗	✗	✗	✗	✗
Prof W. Hollander	✓	✓	✓	✓	✓	✓
Prof G. Jacobs	✓	✓	✓	✓	✗	✓
Prof J.H. Kriek (Chairperson)	✓	✓	✓	✓	✓	✓
Mr H. Kruger	✓	✗	✓	✓	✓	✓
Dr M.R. Kgaphola	NM	NM	✗	NLM	NLM	NLM
Prof B. Mandew	✓	✓	✓	✗	✓	✓
Dr J. Manyaka	NM	NM	✓	✓	NLM	NLM
Dr C. Masuku	✗	✓	✓	✓	✓	✓
Ms T. Mgoduso	✗	✓	✗	✓	✓	NLM
Dr Z. Njongwe	NM	NM	NM	NM	NM	✓
Ms H. Sander	✓	✗	✓	✓	✗	✓
Mr K. Swift	✓	✓	✓	✓	✓	✗
Mr J. van Schoor	✗	✓	✓	✓	✗	✗
Mr A. Vorster	✓	✗	✓	✗	✓	✓

Table 15: Attendance Status of the MEC Risk Management Committee

MEC Risk Management Committee		
Members	18 June 2009	28 September 2009
Prof A. Habib	✓	✗
Prof J.H. Kriek (Chairperson)	✓	✓
Dr J. Manyaka	✓	✓
Prof B. Marx	✓	✓
Ms T. Mgoduso	✗	✗
Prof M.E. Muller	✓	✗
Prof A. Parekh	✗	✗
Prof R. Ryan	✓	✓
Prof A. Swart	✓	✓
Mr J. van Schoor	✓	✓
Mr A. Vorster	✓	✓

Table 16: Attendance status of the MEC Committee for People with Disabilities

MEC Committee for People with Disabilities				
Members	9 March 2009	1 June 2009	28 September 2009	16 November 2009
Ms Z. Asmal	NM	NM	✓	✓
Mr J. Bassill	✗	✗	✓	✗
Ms A. Boshoff	✗	✗	✗	✗
Adv A. Coetzer	✗	✗	✓	✗

Ms C. Engelbrecht	✓	✘	✓	✓
Mr T. Letlape	NM	✘	✘	✘
Dr A. Louw	✓	✓	✘	✓
Mr N. Lungu	NM	NM	NM	✘
Mr M. Madondo	✓	✓	✘	✓
Prof B. Mandew (Chairperson)	✓	✓	✓	✓
Dr J. Manyaka	✘	✘	✘	✘
Ms T. Mgoduso	✘	✘	✘	NLM
Dr Z. Njongwe	NM	NM	NM	✘
Mr K. Ntombela	✘	✘	✘	✓
Dr A. Pretorius	✓	✓	NLM	NLM
Ms E. Pretorius	✓	✘	✓	✓
Prof G. Pretorius	✘	✓	✘	✓
Prof A. Swart	✓	✘	✓	✘
Prof D. van der Merwe	✓	✘	✘	NLM
Sr E. Venter	✘	✓	✓	✓
Ms H. Vermaak	✘	✘	✘	✓
Mr P. Zingitwa	✘	✘	✘	✓

✓ = Attended

✘ = Did not attend

NM = Not member

NLM = No longer member

Governance review

A governance review system for the Management Executive Committee was developed in 2007. This review system focuses on:

- strategy development and implementation;
- risk management strategies and practices;
- effectiveness of the internal audit function;
- organisational integrity related to business ethics;
- responsible citizenship related to corporate governance;
- management of the University's sustainability;
- effectiveness of stakeholder communication;
- management of the external audit process;
- compliance with national transformation imperatives;
- legal compliance and evidence of best practice within the higher education context.

The MEC's performance was reviewed by the Council Audit and Risk Committee at its last meeting in November 2009. The results are reflected in the instrument that was used (see Table 17). Compliance with national transformation imperatives received the lowest rating (in view of the University's equity profile and slow progress in this regard). The average rating was 3,8. In future, the Finance Committee of Council will be involved in assessing the sustainability of the University.

Table 17: Management Executive Governance Performance Review instrument and results

Corporate governance responsibilities	1	2	3	4	5
1. Strategy development and implementation				✓	
2. Risk management strategies and practices				✓	
3. Effectiveness of internal audit function					✓
4. Organisational integrity related to business ethics					✓
5. Responsible citizenship related to corporate values				✓	
6. Management of the University's sustainability					Not assessed

7. Effectiveness of stakeholder communication	✓		
8. Management of the external audit process			✓
9. Compliance with national transformation imperatives	✓		
10. Legal compliance and evidence of best practice		✓	
Total	3	20	15
	Average 3.8		

Rating scale

- 1 = non-compliance/poor performance
- 2 = ineffective and less than acceptable
- 3 = meets requirements effectively
- 4 = effective/generally exceeds performance requirements
- 5 = consistently exceeds performance criteria

COMMITTEE GOVERNANCE

The University's committee governance structure is reflected in annexure two. Meetings are scheduled in advance, as reflected in the University's Year Programme, and managed in accordance with the institutional Guide for Effective Meetings, which was developed and approved by Council in 2007. The Registrar is accountable for committee administration and is assisted by the Committee Administration Division.

A performance review system for Council and Council committees was developed, approved and executed in 2007, 2008 and 2009 [see Chairperson of Council's Report, p.11]. General performance was assessed in accordance with the functions of the Council and the Council committees, as reflected in the various charters. The administrative operational efficiency of Council and Council committee meetings was assessed in accordance with the requirements reflected in the Guide for Effective Meetings (compliant with the SIS and general principles of good governance).

CENTRAL ADMINISTRATIVE SERVICES

The Corporate Governance Officer is responsible for, inter alia:

- assisting the Registrar with legal compliance and institutional administrative efficiency;
- overseeing all nominations and elections in the University (excluding those of the UJSRC);
- ensuring compliance with the Promotion of Access to Information Act;
- updating academic rules and regulations;
- finalising documents approved by Senate and/or Council for placement on the internal Intranet;
- managing contracts: the life cycle of contracts, including assistance with the drafting of contracts, classification of contracts, scanning and archiving, retrieval, preserving and integrity;
- managing electronic documents in consultation with the ICS department;
- assessing draft agreements/contracts for legal best-practice compliance;
- giving general governance support to the Registrar.

Contract management

The electronic register was finalised in 2008 and the focus in 2009 was to ensure compliance with the Policy on Contract Management, as well as the Delegation of Authority on contracts/agreements that was approved by the Management Executive Committee and the Finance Committee of Council. This will be revised in 2010.

Policies, rules, regulations and other

A significant number of policies and other documents were translated into the three other languages and placed on the Intranet. The following policies, charters and structures were developed/amended, approved and placed on the University's Intranet and, where required, also on the UJ website during 2009:

- Revised committee/governance structure;
- Revised Executive Leadership Group Organogram;
- Revised Charter for Executive Leadership Group;
- Revised Charter for Human Resources Committee;
- Charter for the Senate Teaching and Learning Committee;
- Revised Charter for Higher Degrees Committee;

- Revised Charter for Senate;
- Policy on Donor Recognition and Stewardship;
- Policy on Intellectual Property;
- Research Policy and Strategy;
- Policy on Community Engagement;
- Policy on Selection and Placement Tests (NSC edited);
- Policy on Appointment Procedure: Executive Deans;
- Strategy to enhance the international profile of UJ;
- Revised Academic Programme Policy;
- Revised Policy: Language, English;
- Policy: Language, Sesotho sa Leboa;
- Policy: Language, isiZulu;
- Taalbeleid: Afrikaans;
- Policy: Teaching Module Evaluation;
- Policy: Tutoring and Tutors;
- Policy: Teaching and Learning Strategy;
- Revised Policy: Management of Assessment Results;
- Revised Policy: Academic Certification and Related Matters;
- Policy on Higher Degrees and Postgraduate Studies;
- Charter: Academic Administration Training Coordination Committee;
- Policy: Amendments to Institutional and Faculty-Based Rules and Regulations;
- Revised Policy: Access to Student Administration System;
- Quality Promotion: summary of peer review reports and improvement plans;
- Charter for Student Services Council;
- Revised Policy for the Management of Students who are Exposed to Infectious Agents;
- Policy: Management of Pregnant Students;
- Delegation of authority: Contracts and Agreements;
- Policy: Contract Management;
- Policy: Records Management;
- Revised Policy on Application for an Advance-Sundry and/or Entertainment Expenses: addendum three;
- Delegation of Authority: Contracts and agreements;
- Policy: Campus Access Control;
- Policy and procedures: Key and Lock;
- Policy: Emergency Operations Plan;
- Policy: Firearm and Dangerous Weapons;
- Policy: Lost and Found Property;
- Policy: Standard Operating Procedures: Bombs, Bomb Threats and Suspicious Mail or Parcels;
- Policy: Traffic and Parking;
- Policy: Brand and Corporate Visual Identity;
- Charter: Discourse;
- Medical Emergency Procedures;
- Revised Constitution: Centre for Small Business Development.

Academic administration governance

The Risk Mitigation Strategy within academic administration is rigorously implemented and is annually refined to mitigate newly identified risks, i.e. online applications and online registration. This mitigation strategy has proven to be very successful, as reflected in the internal and external audit reports related to academic administration activities (certification and examinations) of 2008 and in the final student data Higher Education Management Information System (HEMIS) Report. The process for online registration was fully developed for piloting in 2009 and for rollout during the 2010 registration process.

Access to information

The process regarding access to information was fully implemented in 2008 and an electronic report for external submission has since been generated annually and submitted in accordance with the legislative requirements.

INSTITUTIONAL STATUTE

The University is governed in accordance with the Higher Education Act and the Standard Institutional Statute. The Institutional Statute was drafted in 2006 and submitted to the Department of Education in November 2007. After numerous enquiries during 2009, feedback was received from the Department of Higher Education and Training towards the end of 2009 and the amended draft UJ Statute will be submitted in 2010, once Council had approved these amendments.

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

Roy Marcus (Prof)
Chairperson of Council

ACADEMIC REVIEW

INTRODUCTION

The strategic thrusts for 2009 focused on the following:

- institutional differentiation, positioning and competitiveness;
- sustaining and growing excellence in teaching;
- sustained growth and excellence of research profile;
- asset development, preservation and optimisation;
- people-focused institution;
- socially cohesive University community;
- cost-conscious and cost-efficient institution;
- effective and sustainable international partnerships and academic profile;
- effective and sustainable external resource generation;
- distinctive campus programme profiles that are equitably and sustainably resourced;
- strategy- and implementation-focused leadership.

EXECUTIVE APPOINTMENTS

There was one academic executive appointment in 2009: the Executive Dean: Faculty of Management (see annexure three).

HONORARY DEGREES

The following two honorary degrees were approved by Council and Senate for conferral in 2010:

- Judge Richard Goldstone (Faculty of Law);
- Prof Mahmood Mamdani (Faculty of Humanities).

ACADEMIC ARCHITECTURE AND PROFILE, 2009

The following nine faculties were maintained in 2009: Art, Design and Architecture; Economic and Financial Sciences; Education; Engineering and the Built Environment; Health Sciences; Humanities; Law; Management; and Science. The enrolment figures per campus; headcount enrolment figures per faculty; the student full-time equivalent figure; a comparison between the undergraduate and postgraduate enrolment figures; international students; the student population profile; the undergraduate success rate; and the graduation output are reflected in the various tables below. Enrolment increased by almost 5 000 (primarily within Management and Economic and Financial Sciences on the Bunting Road Campus) and the full-time equivalent increased by 4 362 as a result of the enrolment figure. The postgraduate enrolment figure decreased from 14,5% to 13,1% and the international enrolment figure decreased from 4,2% to 3,9% in 2009 – this could be attributed to the increased undergraduate enrolment on APB that resulted in a “dilution” of the mix. The module type mix (Classification of Education Subject Material – CESM) reflected a slight increase in the Science, Engineering and Technology (SET) section. As far as the student population profile is concerned, African students increased from 69% to 72%, the Coloured and Indian students remained stable at 3% and 5% respectively, while the white student number decreased by 3%. Graduation figures remained fairly stable, except for a decrease in master’s graduates and a substantive decrease in doctoral graduates from 400 in 2008 to 61 in 2009. This could be attributed to recommendations made by the Higher Education Quality Committee in selected Academic Programme Review Reports (i.e. the Faculty of Education) to decrease the supervisory load in selected postgraduate programmes, in the interest of quality.

Table 18: Enrolment figures per campus from 2005 to 2009

Campus	2005	2006	2007	2008	2009
APB	7 314	7 297	7 722	8 120	10 157
APK	26 726	24 975	23 884	25 980	27 809
DFC	8 837	8 795	8 252	8 444	8 337
ERC	789	442	232	-	-
SWC	1 878	1 374	1 646	1 912	3 013
Total	45 544	42 883	41 740	44 456	49 316

Table 19: Headcount enrolment figures per faculty from 2005 to 2009

Faculty	2005	2006	2007	2008	2009
Art, Design and Architecture	867	832	849	954	1 093
Economic and Financial Sciences	8 574	8 357	8 130	9 102	10 799
Education	7 535	5 660	4 955	5 197	4 987
Engineering and the Built Environment	6 579	6 786	6 936	7 013	7 425
Health Sciences	3 092	3 274	3 218	3 540	3 674
Humanities	5 829	5 118	5 075	5 585	5 961
Law	1 512	1 698	1 517	1 481	1 576
Management	8 406	8 453	8 553	9 185	10 804
Science	3 110	2 703	2 506	2 399	2 997
Other/occasional	40	2	1	-	-
Total	45 544	42 883	41 740	44 456	49 316

Table 20: Headcount, Full Time Equivalent (FTE) and ratio

Year	Headcount	FTE	Ratio
2009	49 316	38 144.074	0.77
2008	44 456	33 782.746	0.76
2007	41 740	31 079.701	0.74
2006	42 883	32 434.947	0.75

Table 21: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment type	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)
Undergraduate	81	84	85.2	85.3	86.7
Postgraduate	16	15	14.5	14.5	13.1
Occasional	3	1	0.3	0.2	0.2

Table 22: International enrolments and percentage of total enrolments

2005	2006	2007	2008	2009
1451	1577	1613	1870	1955
3.18%	3.7%	3.9%	4.2%	3.9%

Table 23: CESM mix

Qualification group	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	DoE target (%)
Management and Commerce	33.0	34.1	35.3	33.3	34.8	34.0
Education	16.1	12.5	10.8	6.3	5.02	12.0
Humanities/Law	22.2	22.2	22.1	27.6	27.6	21.0
SET	28.8	31.2	31.8	32.8	32.6	33.0

Table 24: Student profile: population group distribution

Race	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)
African	64	65	66	69	72
Coloured	3	3	3	3	3
Indian	5	5	5	5	5
White	28	27	26	23	20

Table 25: Undergraduate success rates from 2005 to 2009

Undergraduate type	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)
Undergraduate diploma/BTech	74.6	74.2	75.9	78.3	74.4
Undergraduate degree	75.5	76.5	78.4	77.5	74.8
Average undergraduate	75.5	75.4	77.1	77.9	74.7

Table 26: Graduation figures – subsidised qualifications

Qualification type	2005	2006	2007	2008	2009
Undergraduate: three years	6 801	7 166	6 858	7 507	7 489
Undergraduate: four years or more	459	553	507	534	520
Postgraduate (pre-master's)	2 296	2 024	1 736	1 796	1 920
Master's	435	384	303	400	320
Doctorates	88	73	75	73	61
Total	10 079	10 200	9 479	10 310	10 310

ACADEMIC DEVELOPMENT AND SUPPORT SERVICES

The Academic Development and Support portfolio, established during 2008 as a single division under the leadership of Executive Director Professor Elizabeth de Kadt, underwent further expansion during 2009, with the original Division of Academic Development and Support (ADS) now complemented through the establishment of a Division of Academic Planning and Policy Implementation (APPI). To head up these two divisions, two senior staff members joined UJ at the start of March 2009: Professor Jenny Clarence-Fincham as Operational Director of the Division of Academic Development and Support, and Ms Trish Gibbon as Director of the Division of Academic Policy and Planning Implementation. Together with the Executive Director, these two Directors form the leadership team of the portfolio.

The role of this expanded Academic Development and Support portfolio has now crystallised as underpinning and supporting the wide range of work of the DVC: Academic, in close collaboration with the executive deans and faculties, through the following core thrusts:

- managing the implementation and impact of national higher education policy directives and recommendations, with regard to UJ qualifications, admissions, articulation, differentiation, etc.;
- developing, reviewing and implementing academic policy and establishing, implementing and monitoring the necessary procedures and processes;
- planning and managing student enrolment and monitoring student throughput;
- assisting with aspects of faculty administration and committee management;
- developing curricula and programmes;
- implementing specific projects, such as the SANTED project, the First Year Experience project, Orientation and the roll-out of the Teaching and Learning Strategy;
- rolling out academic development and support (including both professional development and psychosocial support) to staff and students;
- evaluating the impact of these various undertakings.

Each division has addressed a number of these thrusts in terms of their capacity and focus, with the Executive Director also leading or involved in several initiatives. Below, each of the two divisions reports on its strategic goals and activities.

The Division of Academic Planning and Policy Implementation

The key areas of responsibility in this portfolio are academic policy; enrolment planning and management; curriculum and programme development; development of the citizenship curriculum; faculty co-ordination; and management of the SANTED project. During the course of 2009, there has been considerable activity in all of these areas.

In terms of academic policy, the central activity has been conducting workshops on the interim measures in place since the implementation of the new Higher Education Qualifications Framework (HEQF) in January 2009. The Minister has not yet set a date for full compliance of university programmes with

the provisions of the HEQF and the HEQC has undertaken to give further guidelines in this respect. The Director of APPI has also been asked to assist in the development of a framework for standards' setting for higher education qualifications for the Council on Higher Education.

Enrolment planning and management are vitally important activities and, this year, a new planning model (the "cohort" model) was developed for faculties to assist them with planning their projected future enrolments. This was complemented by the development of two new cubes on the Higher Education Data Analyser system to assist with the monitoring and management of enrolment during the actual registration process. Uptake and use of the new planning model has been uneven, but 2010 will see additional training offered to faculty personnel in this area.

The first draft of the University's Enrolment Plan for the period of 2011 to 2013 has been completed and submitted to the Department of Higher Education and Training for further negotiation.

In the area of curriculum and programme development, there have been many individual consultations with members of faculties, as well as group presentations. The Programme Working Group has reviewed all applications for new programmes before their submission to the Senate Executive Committee (Senex) and the outcome has been the submission to the HEQC of nine applications for new subsidised programmes to be accredited. Seven of these have already been given provisional accreditation, with the other two awaiting accreditation. A further 80 non-subsidised short learning programmes have also been reviewed.

The incorporation of a citizenship component into UJ programmes has been driven by APPI and faculties have presented their plans as to how this is to be done. Further elaboration of strategies for implementation and assessment of the curriculum will be part of a final document that will go to Senate for approval in 2010.

In relation to faculty co-ordination, a document addressing the roles and functions of Vice-Deans and the level of remuneration associated with the position was prepared for consideration by the MEC. As far as the SANTED project is concerned, considerable progress was made. The case studies have been conducted and an interim report compiled; significant advances were made in understanding and developing notions of internal and external differentiation and the project has been linked successfully to access and retention activities in various components of ADS. The SANTED project will close at the end of 2010 and two conferences are planned for late 2010 to ensure the dissemination of the findings of the project.

The Division of Academic Development and Support

In its second year of existence, the Division (with approximately 120 permanent and long-term contract staff) has further consolidated itself as a coherent structure consisting of four centres: the Centre for Technology-Assisted Learning (CentAL), the Academic Development Centre (ADC), the Centre for Professional Academic Staff Development and the Centre for Psychological Services and Career Development (PsyCaD). Under the leadership of the newly appointed Operational Director, Professor Jenny Clarence-Fincham, a three-year strategic plan was developed and formally adopted by the ADS staff. The centralised committee structure (ADS committees for Quality, Research and Ethics; Marketing; and Collaboration and Professional Development); common modes of operating; a competition to devise an ADS slogan; hosting the national Higher Education Learning and Teaching Association of Southern Africa (HELTASA) conference; and the beginning of the implementation of the UJ Cultural Integration Project have assisted in promoting collaborative approaches and a growing identity of ADS as a coherent division. Staff development was confirmed as the preferred approach to achieving student development and close attention was paid to sound collaborative relationships with faculties and departments. Staff further endorsed the need for quality considerations and for developmental research to underpin their work.

University projects: the implementation of the Teaching and Learning Strategy and the development of the First Year Experience proposal

Significant progress was made with the implementation of the Teaching and Learning Strategy, under the guidance of the Senate Teaching and Learning Committee and its two main subcommittees: the ICT (Information and Communication Technologies) Subcommittee and the First Year Experience Committee. Close attention was paid to the development and updating of core policy documents; the new teaching philosophy; the provision of additional tutorial venues and proper training of tutors; student diversity; and enhancing the professionalism of teaching staff.

Within this framework, and supported by the broad ADS context, the Executive Director led a University-wide project – the development of the First Year Experience proposal – to which representatives from all faculties and many divisions also contributed. The proposal, which was approved by the September 2009 meeting of the UJ Senate, builds on many existing developmental initiatives at UJ and conceptualises the first phase of the UJ First Year Experience in terms of seven initiatives: placement testing of all entrants; Orientation as an introduction to “being a successful student; extended Orientation - the continuation of an embedded orienting process throughout the first semester; faculty tutorial programmes; the SAFENET project - the early identification of at-risk students with follow-up interventions; co-curricular activities; and positioning residences as sites of academic excellence. FYE was planned to be implemented at the start of the 2010 academic year, as a key strategic initiative at UJ. Within the overarching context of FYE, Orientation and placement testing were also placed in the portfolio of the Executive Director and considerable preparation was undertaken for implementation with the 2010 student intake.

Below, each centre now reports on its strategic goals and activities during 2009.

The Centre for Technology-Assisted Learning

CenTAL's vision is aligned with the vision of the University and reads as follows: “We strive to cultivate excellence in learning, teaching and assessment through the innovative and optimal use of technology through continuous research and development activities.” The core business of CenTAL (under the leadership of the Director, Dr Marlina Kruger) focuses on the professional development of academic staff by developing and supporting capacity in integrating technology-assisted learning activities into their learning and teaching practices, in terms of sound educational principles. In this way students' learning experiences can be enhanced and more varied learning and assessment opportunities provided. At the same time, support is provided to students through the use of UJ's learning management system – Edulink.

Activities in the online learning environment have grown exponentially over the last two years: Edulink is now being used by approximately 4 000 instructors of various categories and by almost 40 000 students. This is, at least in part, a result of the positioning of online learning at the forefront of UJ's Teaching and Learning Strategy and of student requests for enhanced training and support in the computer laboratories. While CenTAL has sought to manage crowding of the computer laboratories by means of guidelines to teaching staff, this growth has also resulted in a substantially increased workload for CenTAL staff, which is being managed carefully.

The core business of CenTAL has been rolled out during 2009 through a variety of focused activities, such as the following:

- regular professional development workshops for staff members, tutors and student assistants: success stories in the use and integration of specific functionalities in Edulink have been documented and are available on the CenTAL website and on Edulink; CenTAL has again offered the Hero's Journey as an accredited and authentic short learning programme for lecturers in the design and development of technology-assisted learning in a blended learning environment;
- raising awareness about plagiarism to lecturers and students, through the availability of Turnitin on Edulink;
- computer and Edulink training sessions for students on all campuses and ongoing support for lecturers and students who are engaged in technology-assisted learning;
- CenTAL staff have ensured that Edulink, and related educational technologies (including PowerLinks such as Respondus, LockDown Browser and Turnitin), remain constantly accessible and available; facilities such as the video studio, computer training room and video conference venue on APK (and DFC) have also been made available;
- the development of campus specific CD-ROMs for library orientation of students, in collaboration with the Library and Information Centre;
- staff members have undertaken a variety of research and development initiatives, including conference presentations both locally and internationally; a colloquium and a collaborative meeting have been hosted with other local universities and with Edge Hill University in the United Kingdom.

Following the CenTAL Self-Evaluation Review in August 2008, good progress has been made with the implementation of the improvement plan. An Advisory Board for CenTAL has been established, as well as an ICT Subcommittee of the Senate Teaching and Learning Committee: they are jointly assisting in collaborative planning for the use of educational technologies in support of student learning.

The Academic Development Centre

In keeping with its vision, the ADC (under the leadership of Dr Pauline Machika) seeks to develop into a nationally recognised centre that is integral to the University of Johannesburg and has a demonstrable impact on the access and success of all students. The core business of ADC has long included alternative access, which caters for students from disadvantaged contexts who have not qualified to enter mainstream study at UJ; the promotion of academic literacy and learning development for all students; and the management of the UJ tutor system. However, 2009 saw some significant decisions and shifts in approaches: ADC staff began focusing on staff development in an enhanced manner, with the awareness that the majority of mainstream students will benefit from some developmental support and that this will require the involvement of staff throughout the University.

During 2009, strategic thrusts were implemented as follows:

- ADC continued facilitating the roll-out of the DoE-approved extended diplomas for students registered in the faculties of Management, Humanities and Engineering and the Built Environment, as well as supported several faculties in the roll-out of extended degrees. From 2010, however, these extended qualifications are to cater for mainstream students who will benefit from these interventions and ADC has begun addressing the impact of increasing class size on the quality of delivery.
- UJ was awarded a substantial grant for foundational provisioning, as well as a teaching development grant by DoHET, and the requisite reports were submitted timeously.
- Collaboration with other centres in ADS was advanced.
- Strategic partnerships with faculties and departments were strengthened and increased focus was placed on extending the competence of faculty staff in academic development pedagogies.
- Partnerships with faculty teaching staff allowed the increased integration of academic literacy and learning development into mainstream core curricula. Writing Centres were promoted on three campuses.
- ADC staff participated in the conceptualisation of the First Year Experience as a major intervention intended to enhance the learning experience of new entrants of the University of Johannesburg and assisted faculties in planning for implementation in 2010.
- Tutor training and supervision was expanded, in line with the inclusion of tutorials in the UJ Teaching and Learning Strategy, and a new focus on equipping staff to work optimally with tutors was introduced. A Policy on Tutoring and Tutors was approved by Senate.
- Professional development of ADC staff was driven through a focus on research methodologies and academic writing and several staff completed higher degrees.
- ADC staff participated in the UJ Institutional Audit.
- Reporting structures and quality assurance mechanisms were further enhanced.

The Centre for Professional Academic Staff Development (CPASD)

Under the leadership of Dr Riette de Lange, the CPASD seeks to ensure a trajectory of excellence for the full spectrum of academic employees in higher education practices, including teaching, learning, assessment, research and academic management. Hence, its core business includes a wide variety of developmental workshops and seminars, as well as managing ongoing student evaluation of teaching. In 2009, an additional new project, the Staff Qualifications Project (SQP), was initiated.

During 2009, strategic thrusts were implemented as follows:

- A three-day *Induction into Academic Practice* programme was delivered to new academic staff, in February and October 2009.
- An *Induction Workshop* for new heads of departments was delivered in February 2009 and three follow-up workshops were offered during the year.
- CPASD assisted with the roll-out of the new UJ teaching philosophy, by means of workshops for heads of academic departments and faculty champions during May and June 2009. Workshops were also held with individual departments and a follow-up workshop with departments from eight faculties was held in November.
- Workshops were held for faculty staff involved in first-year teaching, in preparation for the roll-out of the First Year Experience project in 2010.
- Two important policies were developed and approved by the September meeting of the UJ Senate: the Professional Academic Staff Development Framework and the Teaching and Module Evaluation Policy. Guidelines for Teaching Evaluation for Promotion Purposes were also developed.
- The UJ Staff Qualifications Project was initiated at the start of 2009, with the goal of supporting all permanent academic staff who had not yet achieved a master's degree in completing this

qualification by the end of 2011. Support offered included a total of 26 developmental workshops, which were well-received by participating staff.

- CPSAD conducted a total of 420 evaluations of teaching by students and initiated the complex process of placing this process fully online and developing a new report template.

Centre for Psychological Services and Career Development

Under the leadership of Professor Gertie Pretorius, PsyCaD strives to be a centre of excellence for the provision of psychosocial services to UJ faculties, students, staff and members of the public. PsyCaD is also a Health Professions Council of South Africa accredited Centre for the training of Intern Psychometrists, as well as Intern Psychologists in the categories of Educational and Counselling Psychology. As it was only in September 2008 that the merger that created PsyCaD was finalised, 2009 became the year of implementation of structures, functions and services. Substantial progress was made towards achieving professionalism and excellence of service delivery on all four campuses. PsyCaD's focus on quality continued and the high standards set were maintained.

During 2009 the following strategic thrusts were identified and followed:

- Quality academic and psychosocial support services were provided to relevant stakeholders in order to enhance academic success and developmental progress.
- Career Services of high quality were provided to relevant stakeholders.
- PsyCaD staff contributed to the development of the UJ First Year Experience proposal.
- A 24-hour Crisis Line was implemented – available free of charge to staff and students.
- Staff ensured the optimal functioning of People with Disabilities (PWD) functions at UJ.
- Staff supported work-integrated learning (WIL) functions at UJ.
- The quality of teaching and learning experiences was ensured for Intern Psychologists, Intern Psychometrists, the Intern Social Worker and the WIL students.
- A research culture in PsyCaD was further developed, with the Director playing a core role in the establishment of the ADS Research and Ethics Committee.
- Staff motivation and effectiveness, within a culture of transformation, was maximised.
- PsyCaD was marketed to internal and external stakeholders, as well as amongst identified market segments.
- PsyCaD focused on building a multicultural learning community within the Centre and on providing leadership in forming partnerships with CenTAL, CPASD and ADC in order to optimise the functioning of ADS.
- Existing and new inter-divisional partnerships were consolidated and forged through the University, including partnerships with Occupational Health Services, Student Affairs, Protection Services, Campus Health, UJ Finances and the residences.

Two units within PsyCaD are reported on separately, in view of their strategic importance for UJ.

The Office: People with Disabilities

The Office: People with Disabilities (Office: PWD) of the University of Johannesburg is presently located within the Academic Services Unit in PsyCaD; a reporting line also runs to the MEC Subcommittee: People with Disabilities. In its fourth year of formal operation, the Office: PWD has facilitated supported success for students with disabilities in the University setting, by providing advice, support and academic accommodations in partnership with students and faculties. Further functions are to provide advice and information to applicants, make referrals and advise faculties and staff on issues pertaining to barrier-free access and disability-related issues. In addition, the Office strives to raise the awareness of staff, as well as the student population, regarding the needs and assistance of people with disabilities.

Regrettably, during 2009, UJ lost the services of Dr Anlia Pretorius, who had long been instrumental in ensuring institutional support for students and staff with disabilities. The Office is now under the leadership of Ms Zubaida Asmal.

During 2009, the focus was on providing an integrated and seamless service to approximately 230 students who had declared a disability, as follows:

- advising students with mobility/functional disabilities, chronic health problems, mental health problems, hearing impairment, vision impairment, communication impairment, head injuries and temporary disabilities;
- delivering orientation and mobility training for visually impaired students;
- advising and assisting students with learning and attention difficulties and conducting the necessary psycho-educational assessments;

- providing test/examination writing facilities (with invigilators and, where appropriate, scribes) for students to whom regular venues were inaccessible;
- training students in the use of adaptive technology and assistive devices: additional equipment was purchased with the Fuchs Foundation grant;
- providing specialised computer facilities for students who cannot access the computer laboratories or the Library and Information Centre owing to their disability (JAWS and Window Eyes software; special keyboards and mouse toggles; bigger screens and scanners); and enabling ease of Edulink access;
- obtaining books on audio tape and electronic copies of books from publishers and placing texts in alternative formats, such as Braille and enlarged print;
- supporting students in the University residences: two fully equipped and accessible campus residences were established to accommodate mobility impaired students: Melrose Place on APK and Duiker Court on APB;
- working towards enhanced accessibility, especially on the APB campus.

In addition, awareness-raising activities were conducted (including the annual WOW race); UJ was represented on the respective Foundation of Tertiary Institutions of the Northern Metropolis Committee; and links with external organisations were maintained.

Students with disabilities (N = 217) are reflected in the table below. Although the number of students that have declared a disability has increased significantly over the past three years, the percentage remains low (0,44%). The number of students with physical disabilities has, however, doubled over the past three years. The number of students with a diagnosed learning disability has also increased significantly. A total of 20 students passed away in 2009.

Table 27: Distribution of disabled student enrolments

Disability Status	2007	2008	2009
Communication	2	4	2
Disabled but not specified	0	7	7
Emotional (behavioural or psychological)	0	0	26
Hearing	10	8	10
Intellectual (learning)	39	65	76
Multiple	14	39	3
Physical (moving, standing and grasping)	27	56	63
Sight/vision	19	23	30
Total	111	202	217

The Office: Work-Integrated Learning

The Office: Work-Integrated learning (WIL) (under the leadership of Ms Susanne Taylor) is also located within the Academic Services Unit in PsyCaD. The WIL strategy of the Office for 2009 centred on continued support for faculty WIL activities within UJ and ongoing interaction with companies and skills development agencies to identify WIL opportunities for UJ students. Approval of students in specific placements remains the responsibility of faculties.

Activities during 2009 have included:

- offering guidance and assistance to individual students, with a focus on international students, for whom guidelines have been developed;
- initiating further company contacts and maintaining and updating the Office database of company contacts;
- interacting with departmental WIL coordinators and with faculty WIL and/or teaching and learning committees;
- liaising with WIL representatives from other institutions and with the South African Technology Network;
- clarifying the implications of the HEQF for the implementation of WIL at UJ.

Risks and mitigating strategies within the ADS portfolio

ADS is experiencing a shift in its risk profile, in response to the changing higher education environment.

The teaching and learning environment within which ADS resides has been shaped and increasingly challenged by a heightened national awareness of poor student performance and, at the same time, through the introduction of the National Senior Certificate (NSC), which has modified and, in many cases, increased the gap between school and university. This, in turn, has placed new demands on teaching staff. As a result, the "four-year curriculum" is now increasingly under debate and UJ staff members are coming to understand the ways in which the majority of first-year students need support. Faculties which offer extended curricula, faced with increasing numbers of applicants who qualify to enter higher education and, at the same time, declining success rates, have made the decision to use these approved qualifications primarily to address the learning needs of those who do qualify, rather than as alternative access to higher education.

At the same time, UJ has approved its forward-looking Teaching and Learning Strategy and has moved into the implementation phase thereof. A much-needed First Year Experience project is being implemented, while more and more faculty teaching staff members are embracing the possibilities of integrating educational technologies into their teaching – as is increasingly expected by our students. Within this environment, ADS has, for the past year, successfully marketed itself by means of a "we can help" message, which, as we are now realising, has perhaps unwittingly bought into somewhat outdated perceptions about the role of academic and teaching development as simply solving the "problem" of underprepared students on behalf of faculties.

All of this has meant increased requests to ADS for input and has seen a substantial increase in workloads. PsyCaD staff, too, find themselves increasingly facing burnout.

At the same time, ADS continues to find it difficult to attract and retain well-qualified staff, although a satisfactory diversity profile is being maintained. A contributory factor to staff turn-over would appear to be the lack of career pathing within ADS, as a support environment, and the salary levels available in a scarce skills' environment such as CenTAL. Constraints also continue to be experienced with regards to teaching venues and office space.

Strategies through which we are addressing these risks include the following:

- the introduction of a "we work in partnership with you" marketing perspective;
- an increased focus on staff development, rather than delivery of modules;
- a conscious search for ways to promote staff wellness;
- more selective involvement, for instance, through prioritisation of first-year risk modules;
- development of proposals around career pathing in our environment, with associated benchmarking and lobbying;
- benchmarking of more appropriate salaries in the ICT domain.

Conclusion

The Academic Development and Support portfolio has made considerable progress in 2009: it has now been constituted as a broad portfolio that is already able to offer a substantial contribution to the achievement of a number of institutional goals – both at the level of policy and policy implementation – and promote quality classroom practice and essential psychosocial support. At the same time, continued progress will remain, at least in part, a function of a conducive institutional environment which, in its turn, offers adequate support to ADS staff. The portfolios' work must therefore proceed in the constant awareness of current and emerging risks, while responding to institutional challenges and seizing opportunities for future growth.



Elizabeth de Kadt (Prof)

Executive Director: Academic Development and Support

RESEARCH AND INNOVATION

This year marks the fifth anniversary of the establishment of the University and presents an opportunity to reflect on the progress made over the past five years in realising our vision of being a research-focused University. The first years were spent on the establishment of the Research Office and promotion of a research culture, in an environment created from two different tertiary traditions that came together in the merger: namely those of a technikon and a university. We are now able to report significant progress in research outputs, strengthening of the research infrastructure, support and management.

Accordingly, UJ has developed a research strategy to create an enabling research environment anchored on three strategic thrusts:

- promoting research;
- recruiting great scholars;
- increasing investment in research.

A fundamental tenet of the vision remains that of mutual connectivity between teaching and research. It is no longer acceptable for staff in a twenty-first century university to argue that they are “too busy teaching to conduct research”. The two occupations are entirely complementary and it is now expected that all academic staff should publish regularly. Going forward, the challenge is to: enhance the service-oriented research management support system further; realise the huge investments made in research; sustain growth in research; and develop excellence in research through a differentiated approach.

Currently, the University’s strong research programmes reside in the faculties of Humanities, Science, Law, Health Sciences and Management, as measured by the number of members of staff with postgraduate training. Much potential exists in the Faculty of Engineering and the Built Environment (FEBE) and, given the recent strategic interventions, it is expected to play a significant role in the future. It is also noted that there has been a limited contribution to research outputs from the Faculty of Economic and Financial Sciences (FEFS), due, in part, to the academic staff profile, nature of the discipline and academic programmes, and from the Faculty of Art, Design and Architecture, with their emphasis on diploma and technology programmes. However, these faculties have demonstrated leadership in various projects and roles, besides delivering accredited research outputs.

In order to place the University firmly on a strong, strategic research trajectory, built in the past years, it is evident that we have to nurture the strong research faculties and, at the same time, unlock latent research and potential across others. Thus, there is a strong drive to develop and encourage new researchers but, at the same time, set different expectations and targets. The expected research output targets for a year per faculty are set in consultation and agreement between the relevant executive dean or executive director and the DVC: Research, Innovation and Advancement. In turn, the individual staff member’s yearly research output is managed at faculty or division level. All the faculties have implemented measures and incentives to stimulate academic members of staff to publish in accredited journals.

During 2009, there was a significant focus on the strategic issues of research, rather than its administrative issues. The research management systems and support activities, including various policies, structures and processes, continued to be refined and were approved. Considerable effort was expended in consolidating and strengthening some of the existing structures and systems. In collaboration with the Academic Development Services division, workshops for research capacity development were identified and conducted. Two academic training and development interventions were introduced in the second semester. During the year, a permanent Administrative Officer was appointed to manage the NRF application processes and NRF research grants.

The implementation of the InfoEd Research Information Management System (RIMS) continued in 2009. Data integration was completed and a few dry runs were conducted on the Research Output module, prior to its completion and implementation at the end of 2009. As other modules are completed and implemented, RIMS will considerably professionalise research administration at UJ. The University continues to participate in configuring and testing other modules and is leading a pilot project to configure, test and document the Proposal Tracking module for internally sourced funds.

The GENIUS (Research CV database) module was completed, but the consortium is dependent on the NRF to integrate the existing NRF Online CV data, before it will be a useful tool for UJ researchers. No deadline is currently available, but completion is expected during 2010.

The Statistical Consultation Service (Statkon) is currently providing services for over 350 research projects, mainly from the faculties of Management, Health Services and Humanities. These services include experimental design, questionnaire design, statistical analysis of data and provision of statistical software.

Research partnerships

In relation to research collaborations and partnerships, the University continued to nurture and broaden its research networks with national and international universities and organisations. During 2009, over 25 new memoranda of understanding (MoU) and agreements (MoA) were signed, for different capacities, with national and internal partners. In June 2009, a UJ delegation visited Brazil to strengthen research ties with Brazilian institutions, under the umbrella of the India-Brazil-South Africa cooperation. In November 2009, a delegation from Harvard, led by the President, visited UJ. These partnerships are critical in strengthening the research profile and in mobilising external research funds. Some of our research programmes in the Water Research Centre, Catalyst Research Centre and the Centre for Transport and Supply Chain Research continued to attract increasing levels of external funding and recognition, which bears testimony to their quality and relevance.

Research capacity development

Research capacity building (which has an impact on the research profile and research footprint) was supported by the appointment of postdoctoral fellowships and research professors in selected faculties and programmes. The number of postdoctoral fellowships remained static: 25 in 2008 against 24 in 2009. Research professors and high level scholars were appointed in the faculties of Humanities, Science and Engineering and the Built Environment. The number of NRF Thuthuka grant holders declined slightly. As of November 2009, UJ had 20 Thuthuka grant holders compared to 26 in 2008.

Of the six applications submitted for the NRF Research Chairs: for Mathematics Education; for Social Development Studies; for Social Change; for Water Nanotechnology ; for Indigenous Knowledge Systems; and for Developmental State, only the Chair for Social Change was awarded to the University in 2009. The application for the Chair of Mathematics Numeracy was approved to progress to the second phase. The Water Nanotechnology Chair was withdrawn until further notice.

Research capacity is a function of the number of postgraduate students (master's and doctoral) enrolled in an institution. The number of postgraduate students is an essential ingredient for research output. This remains a challenging endeavour for the University. The total number of enrolled master's and doctoral postgraduate students continued to decline. By the end of 2009, only 13% (6 440 out of 49 818) of UJ headcounts were in postgraduate qualifications, of which 8,3% (4 111) were at "postgraduate below master's" level and 4,7% (2 327) at master's and doctoral level. The Enrolment Plan for 2011 to 2013 of the University has set a target of 11% postgraduate below master's and 5% master's and doctoral students by the end of 2013.

The University recognises that there has been a steady decline in postgraduate student numbers and is working on a strategy to address this downward trend through several measures, such as the establishment of the Postgraduate Research Centre and a review of the postgraduate bursary system. The recommendation for a revised postgraduate bursary system calls for a differentiated holistic bursary that takes into account the tuition fees in different faculties/programmes and a more focused approach on the feeder stream honours' students.

Table 28: Number of enrolled postgraduate students and postdoctoral fellows from 2005 to 2009

Category	2005	2006	2007	2008	2009
Below master's	5 059	4 211	3 818	4 213	4 111
Master's	1 891	1 683	1 638	1 661	1 767
Doctoral	563	535	538	504	562
PDF	-	20	25	25	24

HEMIS data as of August 2009

The Next Generation Scholars Programme

The programme was rolled out in 2009 with the selection of 33 students: 20 master's and 13 doctoral students, at a cost of R3,1 million. On top of the University's internal investment of R25 million over three years in this project, an additional R14,5 million has been solicited from the private sector: PetroSA, Murray & Roberts, Nedbank, Old Mutual and The Ford Foundation. The programme is meant to create a future pool of appropriately qualified academics for the University.

NGSP money is utilised, in the first instance, for registration, tuition and accommodation fees. The remaining portion is paid in instalments as a student allowance for subsistence. The students were also given postgraduate training in skills related to research report writing, research design and methodology, etc., through workshops. The allocation of scholarships is spread across the different fields and disciplines, with priority given to faculties with a strong research base, as well as to Science, Engineering and Technology fields. This also helps align student research projects with the business area of the external funder. For example, funds from Murray and Roberts and PetroSA have been earmarked for students in SET and those from The Ford Foundation have been channelled towards students in psychology, sociology, politics and education.

In the SET field, some of the disciplines covered include:

- a fundamental solid state physics project that investigates the evolution of the Kondo effect with thermopower and resistivity measurements;
- a biomedical technology project that investigates the occurrence and survival of *V.cholerae* in environmental water, using rivers in the Limpopo province as a case study;
- a mathematics project that looks at a functional analysis of *Quasi* inessential elements in different *Banach Algebras*.

In the Social Science area, one of the research projects include Paul Ricœur's *philosophy of imagination* and the possibility of engaged art. The project is aimed at empowering socially and economically marginalised and vulnerable adolescent girls, by teaching them a variety of skills that enable them to escape from being "victims" to "agents" responsible for change in their communities.

Postgraduate Research Centre

The establishment of a Postgraduate Research Centre was approved by University management and is set to be operational in April 2010. The Centre will coordinate, extend and enhance the postgraduate support system; assist the University in attracting, training and delivering quality postgraduate students; and increase master's and doctoral enrolment.

During the year under review, the University conducted a Postgraduate Student Experience survey. The target group of respondents for this survey was all of UJ's master's and doctoral students who have registered and/or completed their postgraduate studies from 2005 to 2009.

The purpose of the survey was to:

- collect, analyse and synthesise information from current UJ postgraduate students on their experiences of and satisfaction with the quality of the post-graduate supervision and educational practices and experiences to which they are exposed;
- assess the information gained to determine what "improvements" or refinements should be made to existing postgraduate supervisory and/or educational practices.

The findings have been used to inform the postgraduate mandate. It seems, in general, as if the students participating in this survey experienced their postgraduate studies as positive. However, they indicated a number of aspects around postgraduate supervision and postgraduate studies that needed attention.

Enabling environment for research

The University disbursed significant funds through incentives to increase productivity of researchers and create opportunities for aspiring researchers. The Research Incentive Scheme was implemented to encourage rating and to maximise research output. The Research Subsidy Scheme, which grants a high proportion of the publication subsidy to the researcher's (or trust) account, as well as for personal use, was approved by Senate. All the research centres and research niche areas ("Quick-Wins") were fully funded to the amount of R 12,298 million. There are currently 13 research centres and seven

“Quick-Wins” being funded from internal funds. Both entities will be subjected to a thorough review in 2010, in order to determine continued funding, as the initial agreement was to fund only the first three years, after which students should be self-sustaining. In general, the endeavours of the research centres and “Quick-Wins” are showing signs of high-quality research.

The Vice-Chancellor’s Distinguished Awards of R500 000 for the Researcher of the Year and R250 000 for the Most Promising Young Researcher were presented for the third time. Nominations are submitted to the Research Office and the selection is made by a panel co-chaired by the Deputy Vice-Chancellor: Research, Innovation and Advancement, including external experts. Both nominations went to the Faculty of Science.

Research output

The total research output of the University, as accredited by the Department of Higher Education and Training, continued to grow steadily over the preceding years, although growth has not been constant. From 2005 to 2008, the University has increased its publications’ output by an average annual growth rate of 4,5%. The University was awarded 389,02 units in 2008, compared to 352,12 units in 2007 for its publications outputs. The 389,02 units comprise 354,99 units for journal articles, 6,38 units for books and chapters and 27,65 units for conference proceedings. Total research output over the years 2005 to 2008 is shown in the table below. The increase in output from 2007 to 2008 shows that there has been improved productivity, since there has not been any significant growth in the number of researchers. The University has continued to use incentives to increase staff contributions and mobilise postgraduate students, as well as visiting scholars and fellows, in order to increase its research output.

Table 29: Research output from 2005 to 2008

Year	Books	Proceedings	Journals	Total
2005	11.55	13.64	300.80	325.99
2006	9.80	15.99	360.77	386.56
2007*	4.12	15.97	330.64	352.12
2008	6.38	27.65	354.99	389.02
2009**	28.30	54.03	412.64	494.97

* 2007 includes 1,39 units from previous year

** 2009 units submitted to DoHET

Having been born from the merger of a university and a technikon, the University has a wide range of academic programmes and has benefited from a large pool of researchers from different backgrounds and fields of expertise. This, in itself, also provides a large base for research and the ideal ground for interdisciplinary research. In a very short space of time, the University has established a positive and rising reputation as a research-focused University. Currently, the University has a strong research profile and footprint and, in selected areas, is one of the leaders in the country. The growth in research output is carefully planned and will be managed without placing any huge risk on the achievements made thus far.

Research output is also coupled with the research capability of an institution, which, in South African terms, is benchmarked against the number of NRF-rated researchers affiliated to the institution. Therefore, it is vital to have strategies to increase and retain the number of NRF-rated researchers. The number of rated researchers grew from 70 to 72, as several researchers were re-rated and seven new ratings were conferred (six C-ratings and one Y-rating), as well as a new A-rated researcher who was added to the list of rated researchers. Four rated researchers (one B-rated and three C-rated) left the University at the end of 2009. Some researchers from UJ continue to serve as members on the NRF evaluation and rating committees, as well as serve as panel members on other NRF committees, which boosts the visibility of the institution.

Table 30: Number of NRF-rated researchers as at November 2009

Year	RATINGS						Total
	A	B	C	P	Y	L	
2004	2	10	39	1	8	0	60

2005	2	11	38	0	11	1	63
2006	2	11	44	0	7	2	66
2007	2	14	43	0	5	4	68
2008	2	16	43	0	7	2	70
2009	4	16	42	1	7	2	72

Intellectual Property (IP) and Contracts Management was undertaken as a purely technical exercise. The Executive Director: Research and Innovation, working closely with the Commercialisation Director, vets, negotiates and approves external contracts in order to manage attendant institutional risks. Some progress was achieved in establishing the necessary policy-level work, with the development of an IP and Commercialisation Policy and a Strategy and Implementation Plan – both now approved by Senate. Together with Mintek, an application for a provisional South African patent for gold anticancer compounds was filed. The provisional patent was extended by another year to allow for further work on the modification of the compounds.

Research funds

In 2009, the University allocated R42,8 million from internal funds to the research operational budget. This amount was spread over items ranging from top-up, NRF counter-funding and postgraduate funding, to research equipment, equipment maintenance, research centres, research niche areas, etc., but excluded the allocation for Next Generation Scholars.

The bulk of the external research funds came from the NRF and, accordingly, there are dedicated personnel to manage the research claims in fulfilment of the NRF requirements. There is a steady increase in research expenditure from both internal and external funds, as illustrated in the following table. Also included in the table is UJ's required contribution to give leverage to the NRF research grants. The UJ internal funds exclude allocations made to postgraduate bursaries.

Table 31: Total research expenditure for the years 2007 to 2009

Fund/grant	2007 (Rands)	2008 (Rands)	2009 (Rands)
Internal funds*	24 770 000	29 985 316	32 100 000
NRF**	21 895 404	17 607 498	19 937 053
Other external	15 862 504	22 902 811	16 669 615
NRF grant deposit	-	5 692 000	-
Total	62 527 908	76 187 625	68 706 668

*URC operational budget, excluding allocations for postgraduate bursaries

**NRF funds claimed for 2008 and 2009 were 65% and 78%, respectively of the approved funds. Some NRF funding instruments are being phased out and some were suspended.



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Executive Director: Research and Innovation

LIBRARY AND INFORMATION CENTRE (LIC)

2009 was a year of many activities and opportunities. Highlights include: the HEQC Institutional Audit in August 2009, which was preceded by a Mock Institutional Audit in February 2009; a report on the procurement of information resources; extension and upgrading of the Soweto Campus Library; a report on the overcrowding of the libraries at Bunting Road Campus and Kingsway Campus; the continuing saga of the harmonisation process; embarkation on a Cultural Integration Programme; the One Book One Library Project; and the opportunity to present a five-year strategic plan for the development of the Library and Information Centre. In the report that follows, details will be given on these and other matters.

Human Resources

The staff component consists of 137 positions, of which 14 were vacant as at 31 December 2009 (12 at APK, one at APB, one at SWC). Five of the staff who resigned took up other positions in the UJLIC. 20 permanent appointments were made in 2009. 19 of these were from designated groups.

69% of permanent staff members are from designated groups: African female – 33% (30% in 2008); African male – 27% (28% in 2008); Coloured female – 7% (7% in 2008); Coloured male – 1% (1% in 2008); Indian female – 1%; (1% in 2008); white female – 28% (31% in 2008); white male – 3% (3% in 2008).

Delays with the harmonisation and eventual grading outcomes led to a substantial number of appeals. Due to changes in grading of positions, many vacancies could not be advertised immediately and temporary appointments had to be made until the harmonisation process is completed.

Finance

Although there was a general increase in the overall budget, the information budget was cut back in 2009 by 9,8%. Supervision and management of the 2009 budget were complicated by discrepancies in the system; allocations made incorrectly to account numbers; and, especially, by delays in overseas payments. The number of risks in the LIC was successfully decreased in 2009 and the process will be continued in 2010.

In order to affect increased cost-efficiency, leave patterns of UJLIC staff were audited and a mechanism was put into place to eliminate excessive telephone use. Initial steps were taken to reducing the carbon footprint, by cutting down on printing costs.

Five-year strategic plan for the development of the Library

A provisional proposal was presented to the Executive Leadership Group in August 2009. The presentation included an effort to balance the latest high-tech academic library services with the needs of UJ clients. Benchmarks of the information and human resource budgets of four leading universities and three universities of technology were done; various space requirements and information technologies were explored to enable a model for the development of the UJLIC over the next five years. A final presentation to the Management Executive Committee will be done in 2010.

Matters prioritised for 2010 include, *inter alia*: appointing a task team to design an efficient and effective HR structure to serve the future interests of students, staff and researchers best; establishing a differentiated formula for allocation of information budgets for faculties; using technology to ensure sustainable maintenance of workstations in the UJLIC on all campuses; using mobile technology to optimise circulation services; creating strategies to provide access to textbooks for at-risk programmes; and having equal information services on all campuses, including library hours and sufficient space for students.

Collection Management

The newly appointed Director: Collection Management, Ms Neli Kaunda, took up the position in February 2009. This meant that the Acquisitions, Cataloguing and Physical Processing Department (ACP); Archives, the Institutional Repository and Special Collections department (AIRS) and the Bindery were reporting to a permanent Director for the first time since the merger.

Acquisitions, Cataloguing and Physical Processing

As to be expected, the drop in the information book budget led to a general drop in the cataloguing and physical processing statistics. Several departments overspent their allocated book budget and order cards had to be returned for evaluation and reordering in 2010. Expenditure of the book budget increased from 64% in 2005 to 94% in 2009. Workflow was evaluated and as a result, the 25% added to the list price of books, in order to provide for exchange rates, was adjusted on a daily basis and updated weekly. The workflow process will be adjusted further in 2010.

Electronic ordering of monographs was explored. With the assistance of Library Systems, a pilot project with Dawson Books proved successful and resulted in a drop in delivery times. Electronic check-in of journals was successfully implemented with Ebsco Subscription Services. These functionalities will be rolled out to other vendors in 2010.

In March 2009, a report commissioned by the DVC: Research, Innovation and Advancement, on the *Calculation, Allocation and Expenditure of the Information Budget*, was presented to MECA. This resulted in the purchase of the Bowker Book Analysis System to analyse the depth of the collection, in order to build excellent core collections in future. It was also found that the number of books purchased with publication dates between 2004 and 2008 showed a considerable drop, indicating that the collection is not as recent as it should be. It was agreed that: each faculty should have one staff member to represent the faculty in library matters; the ratio of books to students should be benchmarked to other SA universities; a faculty and departmental differentiated information budget allocation formula should be developed for implementation in the 2011 budget; and the financial impact on the budget should be established by mid-June 2010.

The Dewey project process was fast-tracked in order to be able to complete the move at the Soweto Campus Library by June 2010 and the move at Kingsway by the end of 2010.

The Acquisitions policy was revised in order to purchase multiple copies of prescribed texts. Due to financial constraints, it was decided to purchase only multiple copies of prescribed texts for high-risk modules.

Archives, Institutional Repository and Special Collections

The institutional repository, UJDigispace was launched on 24 March 2009. UJDigispace now holds 2 815 items including 582 UJ theses. On this occasion, the first electronic book by a UJ author, Prof Jos Lurie, *The Pilanesberg: geology, rare element geochemistry and economic potential*, was launched and submitted to UJDigispace. Two retrospective projects attended to in 2009 included the scanning and uploading of theses from the precursor institutions, as well as submission of research articles from 2005.

Open Access week was celebrated with a full programme in all campus libraries from 19 to 23 October 2009. An Open Access mandate was submitted and accepted. Formal approval will be sought in 2010.

The financial and in-kind contributions to the improvement of this department, especially from the Dean of Humanities and the Lyceum of Greek Women, are acknowledged with appreciation.

The renovation of the Archives at DFC, which started in November 2008 after moving the UJ print archives to DFC, was continued in 2009 and will be completed in 2010.

Bindery

The drop in the number of items bound, and the subsequent drop in income, continued in 2009. This can mainly be attributed to old equipment, staff movement and high expenditure on binding materials. A Bindery Production Task Team was established to manage operational issues, backlogs and to promote the Bindery.

Client services

The number of registered users continued to grow, while the total visits to campuses increased by almost 17%. The total number of visits to campus libraries increased from 2 497 123 in 2008 to 2 915 017 in 2009, consisting of 48% at APK, 21% at APB, 20% at DFC and 11% at SWC.

Surveys

In May and October 2009, two quick surveys were done to establish why and by whom the campus libraries are used. Libraries are used mainly by undergraduate students. 35,4% of students are using

the libraries for study only, while 63% make use of other services as well. The APK Campus Library is an exception, since 50,8% of the respondents indicated that they use the library for study purposes. The survey also confirmed that the overcrowding of the APK Campus Library is a result of the very high number of students on the campus and not due to student movement across campuses.

Library hours

Library hours on APB and DFC were extended from 21:00 to 22:00 on weekdays from 1 September 2009, in order to align opening hours with APK hours for a trial period until the end of March 2010. The APB Campus Library was well-used from the beginning of September, while the use of the DFC Campus Library increased over the trial period from very low in September to acceptable in November. Library hours of FADA were extended from 18:00 to 21:00 on weekdays from the beginning of the second semester, as part of addressing the overcrowding of the FADA Library.

Interlibrary loans (ILL) and Intercampus loans (ICL)

ILL activities showed an overall increase of 4%, but are still much lower than the 2007 figure. ICL showed a disappointing drop of almost 13%.

Information support

SWC saw an increase of 41% in information searches. This could be mainly attributed to the appointment of a full-time information librarian on the campus. The drop in the other campus libraries ranged from 3% at APK, to 53% at APB and 57% at DFC. In the case of APB, this is probably due to the 29% increase in user education.

In addition to the above, information support by the Information and Faculty Librarians is supplemented by subject webpages, blogs, wikis, portals, newsletters, Ask-a-Librarian 24 hour electronic reference service and other technologies. The LIC also cooperated with other divisions of the University, e.g. development of the LIC orientation CD in cooperation with CentAL; the First Year Experience project, where the concept of extended orientation for LIC and Edulink training was accepted; and assistance with the Staff Qualifications Project, by providing training on the RefWorks online bibliographic management program that allows users to create a personal database of references and generate bibliographies in a variety of formats.

Information literacy is a priority area and, except for basic training on the use of library tools and information resources and evaluation of information, specific attention is given to the basics of publishing research papers. The number of clients trained increased by 65% from 30 466 in 2008 to 50 348 in 2009.

UJ Webpage

The migration of the UJ webpage to Microsoft Sharepoint was problematic and this, *inter alia*, led to information being outdated, as well as the unavailability of database statistics from March 2009 onwards. Efforts were made to obtain statistics through Google Analytics, but the systems can only give statistics for the UJ webpage as a whole.

One Book One Library Project

Establishing a strong reading culture is a long term project and it is proposed that reading "the same book at the same time" becomes an annual event. The project aimed to provide the UJ community with a shared reading experience that leads to open dialogue and promotes information literacy and lifelong learning. The title selected was *Three-Letter Plague* by the South Africa author, Jonny Steinberg. The participation in the project was very encouraging. 442 people read the book over the two-month period. Discussions were arranged in all campus libraries, combined with displays about the book and the author during the week of 14 to 18 September 2009. The project achieved the objective of creating an interest in reading and involving the UJ Community in a discussion of a topic of mutual interest and concern.

Library Systems (LICIS)

Good progress has been made with the translation of UJLink into isiZulu and it is expected that the project will be completed by the end of July 2010. The second phase of providing the catalogue in the

other two of the official four languages, (Afrikaans and Sesotho sa Leboa) will start in 2010. Translation teams for this phase were set up in 2009.

A substantial amount of time went into investigating the feasibility of equal support and maintenance of computers on all campuses. A solution was found in Virtual/Thin client hardware, which, in essence, boils down to administration from a central point on one campus to all LIC computers on campuses. This has the additional advantage of cost-saving, as only the screen and keyboard need to be purchased.

New software for SelfCheck Systems was installed on APB, APK, DFC and FADA to enable campuses to offer SelfCheck-In, as well as the current SelfCheck-Out facility. This new functionality was enabled at DFC, as they were the first to indicate that their circulation processes are in place to accommodate this feature.

Electronic Resources (a search index) was added by means of Web Pac Pro and all search pages within UJLink were updated. The CASE webpage was set up and configured to provide an online searching interface of UJLIC's journals and database subscriptions (<http://case.iii.com/iii/caseaz/home.do?site=gaeru>).

Millennium Load Scheduler was purchased and installed in order to send out circulation notices via SMS messaging. Full implementation is planned for early 2010. AirPAC, an integrated library management system, was tested and will be implemented in 2010, in order to allow UJLIC clients to search UJLink and request and renew books from personal handheld devices such as Internet-enabled mobile phones, iPhones and PDAs.

In order to empower staff to perform their own file backups in future, Open Source CD/DVD backup software (CDBurnerXP) was installed on all staff computers. Subsequent training sessions were held on 27 March, 3 April and 17 April 2009.

LICIS currently supports a total of 41 modules/products of the Millennium-Innopac system and 33 library-related software packages. A total number of 536 computers, 87 printers, 69 scanners and 21 proximity readers are currently used by staff and students at all UJ campuses.

Shared and Support Services

Research and development

The first project undertaken by the newly established section was to become familiar with the role of the library in a comprehensive institution. The process included a thorough literature review; a teleconference with NMMU library staff; focus group interventions; and a colloquium involving other comprehensive and non-comprehensive institutions. An article on the outcome of the investigation will be published in 2010.

Preparation for citation analysis to investigate the value for money invested in the acquisition of information materials started towards the end of 2009.

Copyright

There was a substantial drop (56%) from 2008 to 2009 in the number of DALRO forms received. This is mainly owing to using the same photocopies for more than one semester or for different courses or for different years.

Liaison with bookshops regarding prescribed texts

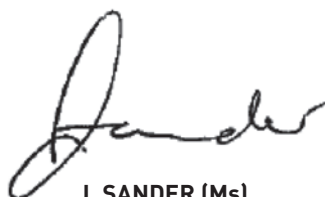
The LIC was tasked to take over the administration of the prescribed book list and liaise with bookshops from the second semester of 2010. A policy on the prescribed and recommended texts was subsequently developed.

Improvement of Bindery staff qualifications

One of the expected positives of appointing a new Chief Binder in 2009 was his involvement in the training of Binders. A process of recognition of prior learning was started. This was followed by discussions with various stakeholders. The project had to be put on hold due to the long periods that 50% of the staff would not be available during peak binding times.

Table 32: UJLIC at a glance

ITEM	December 2007	December 2008	December 2009
Volumes	739 379	751 020	764 815
Current journal subscriptions	2 687	2 285	1 737
Subscriptions to electronic databases	108	114	134
Journal titles with full text access	46 197	75 892	78 012
LIC registered undergraduate clients	41 990	41 445	55 111
LIC registered postgraduate clients	9 122	7 998	6 682
LIC registered staff members	4 593	7 705	8 580
LIC registered external clients	992	457	435
Number of people entering into LIC	2 453 407	2 497 123	2 915 017
Monographs circulated	684 165	651 494	634 015
Computers in LIC	415	452	536
Printers in LIC	108	85	87
Scanners in LIC	59	59	69
LIC application software packages	22	28	33


J. SANDER (Ms)*Executive Director: Library and Information Centre*

COMPUTER LABORATORIES

A total of 64 computer laboratories are available for access by all the registered students. A total of 3 779 workstations are available in these laboratories. These laboratories are fully utilised, especially on the Kingsway Campus.

Table 33: Microcomputer laboratories

Service delivery	APB	APK	DFC	SWC	Total
Number of laboratories	28	22	9	5	64
Number of workstations	1 195	1 803	402	379	3 779
Student population per campus	10 157	27 809	8 337	3 013	49 316

STUDENT LIFE AND GOVERNANCE AND STUDENT ACCOMMODATION AND RESIDENCE LIFE

Introduction

Student Affairs continues to provide division-wide leadership and direction on policy, long-term planning and strategic thinking, congruent with the University's mission, strategic thrusts and an optimal University experience. In addition to tasks that are carried out annually, each year brings new challenges and opportunities and different types of initiatives and responses are needed.

In the UJ context, Student Affairs refers to two subdivisions: Student Life and Governance (SL&G) and Student Accommodation and Residence Life (SA&RL). SL&G comprises five units, namely Student Ethics and Judicial Services, Student Development, Student Governance, Student Media and International Student Affairs.

The overall Student Affairs' vision and mission is to provide opportunities for an optimal University experience to all students by:

- providing an effective and efficient service that is accessible to all stakeholders;
- facilitating the holistic development of students;
- creating an environment that is conducive to an optimal student experience;
- creating opportunities that will prepare students to contribute positively to society;
- establishing and fostering relationships with internal and external stakeholders.

This vision and mission is the overarching guideline for all activities in Student Affairs. However, each unit in SL&G and SA&RL, as a subdivision, has a very specific purpose and appropriate strategy. For purposes of this summary, and where applicable, each unit or subdivision will be referred to separately. Such reference will also, due to the nature of the summary, only highlight essential aspects.

Strategic plans: progress review and challenges

Student Ethics and Judicial Services

The three key performance areas in this unit were: effective administration of student discipline; discipline through dialogue; and fostering a culture of ethics.

The administration of student disciplinary hearings improved considerably during 2009. The reasons for this were the increase of the staff component to two full-time managers, the appointment of three student assistants and the broadening of the pool of chairpersons and prosecutors. The unit has set itself the target of 14 days to deal with disciplinary cases, from the time of reporting until the hearing, and this has mainly been achieved.

The challenge with regard to the quick and effective administration of justice remains factors outside the control of the unit, for example, insufficient information when a case is reported; difficulty in getting hold of alleged transgressors, complainants or witnesses; and the proper reporting procedures not being followed.

One of the successes was the establishment of a network, albeit small, of student ethics' ambassadors to campaign for value-driven ethical behaviour among their peers.

Student Development

The MEC approved a proposal for the establishment of a Student Development Unit in Student Affairs. The conceptualisation of this proposal was based on a principle imbedded in Student Life and Governance: namely that the purpose of all units is to develop students. It was therefore imperative that the proposed Student Development Unit should not intrude or infringe on the current student development initiatives of the various Student Life and Governance units. This unit should rather create and manage an additional sphere of meaningful student development activity for those students who are not in leadership positions.

Student Governance

The purpose of the Student Governance unit is to manage and support student organisations. These student organisations are the UJSRC, campus SRCs, societies and Rag committees. The progress review and gaps with regard to some of the objectives of the committee are the following:

- to provide development opportunities for student leaders:
Various training and development opportunities were organised. The main difficulty in this regard was that much time, funding and effort were invested in the training of SRC leaders, but a considerable number of them were recalled or resigned and they were replaced with new members who were not appropriately inducted. Another challenge was the insistence by the SRC to have a say in the content and presentation of their own induction, which is not necessarily in their best interest, but forms part of the consultative process.
- to facilitate a vibrant, well-organised student life:
This goal has been achieved to a large extent, with regard to the many societies who are quite active on all four campuses. Once again, the difficulties were experienced in the SRC domain where, apart from entertainment or protest type of actions, the SRC added little vibrancy and value to student life.
- to develop and implement standardised policies and procedures:
The main development was the review of the SRC Constitution. The process started in June and was only concluded in October. The major changes had to do with the separation in membership of the

UJSRC and campus SRCs and the creation of a number of councils to address student interests (e.g. academic council, housing council, sport council). With regard to operational policies and procedures, it remained a challenge to obtain the input and cooperation of the UJSRC.

At a strategic review session at the end of 2009, the unit identified the main challenge as structural limitations in student affairs, which are needed to improve the student environment actively. A strategy has been devised to remedy this in 2010.

Student Media

In July 2009 a new manager was appointed for the community radio station, UJFM. The new manager's strategic objectives were twofold: to speed up and complete the process of establishing new offices and studios on the APB campus and to transform the programming content of the radio station to provide for the diverse interests of the entire UJ student community. Towards the end of 2009, significant progress has been made with regard to both these objectives and it was planned to launch the new-look radio station in the beginning of 2010.

The student newspaper, the UJ Observer, remained a student-driven project with the main objective being the voice of the students. The main challenges were establishing functional editorial teams on all campuses, consistency in publishing the newspaper and the quality of the newspaper content. In July 2009, an administrative staff member was appointed with the purpose of addressing these challenges.

International Student Affairs

The purpose of this unit was to integrate international students within the UJ student community. This was done by conducting activities in the following areas:

- social interaction: welcome function, international festival, trips and excursions in and around Johannesburg;
- student support: continuous support and assistance, the Buddy system, University of Johannesburg International Student Society, medical cover and orientation;
- communication: newsletter, website, database, newspaper column, cellphone messages, liaison with embassies;
- student exchange programmes: administration, facilitation of accommodation arrangements, social interaction.

International Student Affairs only joined the SL&G subdivision in the middle of 2008 and throughout 2009 there were discussions on the University's approach towards internationalisation. Towards the end of 2009, it was decided that International Student Affairs should once again be part of a central International Office. The process is being finalised.

Student Accommodation and Residence Life

The progress and challenges with regard to the strategic objectives in this subdivision were the following:

Preferred student experience

Since the merger, efforts have been made to establish a uniform management system in residences. Although standard student governance structures have been introduced, the roles and responsibilities of staff members remained problematic. The main difficulties were a shortage of senior management staff (for example, there is only one head of department, which compares poorly with peer institutions) and partial resistance to the phasing in of a house warden system.

An additional residence was established on the Soweto Campus (YWCA) to accommodate Soweto students, since there was no residence at SWC. Three new dayhouses were established at the ABP and DFC campuses.

The upgrading of the physical facilities in residences was a continuous process. All residences have been graded by the Tourism Grading Council of South Africa. With regard to physical facilities, the standard of security and access control in all residences received attention – but more still needs to be done.

With regard to residence life, a UJ Cultural Ethos and Change Management programme, as well as the adoption of a value system based on the UJ values in each residence, is continuing. Students' adoption of the new UJ value system seemed to be a more successful process than changing the attitude of staff members – some of whom are still stuck in the mindset of the pre-merger institutions.

With regard to this objective, the creation of an environment conducive to the holistic development and academic progress of students was a priority, but actual implementation of initiatives towards this end in all residences is a slow and long-term process. We are creating access to academic units and support staff and creating opportunities to work together and, in so doing, help in eliminating barriers to students' success. Recommendations in the Soudien Report have been implemented.

An engaged University

The Commune Policy drafted by the City of Johannesburg (COJ), UJ and different stakeholders has been completed and is being implemented.

A partnership has been secured with the provincial government to allow the residences to use its sport facilities.

Several external private providers were approached to provide decent and acceptable accommodation, as many of our students are exploited by slumlords.

Student and staff development

All residence and dayhouse house committees have been trained and staff members were exposed to various professional development opportunities. This will continue on a large scale in 2010.

Development and implementation of standardised policies and procedures

A standardised Admission and Placement Policy for all residences was implemented. Some minor challenges were experienced and these are in the process of being addressed. Student leaders were consulted about revised regulations for residences, which were ready for submission for approval by the end of the year.

Employee profile analysis

Student Affairs has a total of 44 males and 64 females. The equality profile of the staff is as follows: African – 68; Coloured – five; Indian – one; and white – 34 (N = 108).

Governance review

In June 2009, the Student Affairs Division had a strategic review meeting at which Student Affairs highlighted and analysed a number of shortcomings. These all related to the Student Affairs' structure and its functioning. Some suggestions were made to address the difficulties. At a follow-up review meeting in August 2009, a structural review of the entire Student Affairs Division was suggested. This proposal was accepted at a meeting of senior Student Affairs' staff members.

Student Affairs has contributed to institutional governance by:

- reviewing the Regulations for Student Discipline;
- reviewing the SRC Constitution and the Policy for the Election of the UJSRC and campus SRCs;
- drafting a policy for student organisations;
- drafting a funeral policy for students;
- drafting a constitution for UJFM;
- refining the Residence Admission and Placement Policy;
- implementing the House Warden Policy;
- meeting with deans on the implementation of a class representative system.

Financial review

The approximate budget and expenditure for the two Student Affairs is as follows:

Table 34: Student Affairs' budget and expenditure

Area	Budget (Rands)	Expenditure (Rands)
Executive Director: Student Affairs	511 375	369 054
Student Life and Governance	13 464 000	9 530 000
Student Accommodation and Residence Life	33 491 000	47 377 000
Total budget and expenditure	47 466 375	57 276 054

Quality

Quality management system/processes

At the strategic review session in June 2009, Student Affairs staff members were advised to deal with quality on a practical level, pertaining to specific actions, and not try to implement quality in a comprehensive, systematic manner. In this regard, the following are examples of quality assurance measures:

Student Life and Governance

- creating standard forms and documents;
- responding quickly;
- researching and benchmarking;
- keeping written records of meetings, important conversations and actions;
- filing of important documents;
- reviewing projects;
- editing of written documents;
- emphasising effective communication.

Student Accommodation and Residence Life

- improved and standardised residence registration procedures on all campuses;
- image improvement initiatives around residences e.g. landscaping, cleanliness;
- improvement in security around residences;
- implementation of a residence experience survey;
- management intervention in the Residence Introduction Programme.

Assessment of effectiveness/efficiency of quality management

Two challenges were identified in Student Life and Governance, with regard to quality management: the first relates to fitness for purpose, where there is often confusion about the purpose or responsibility of a particular unit or person. The second is about quality not always being the priority – it should be, due to time and skills' shortages.

Both these areas will be addressed as part of the Student Affairs Structural Review and the Self-Evaluation and Peer Review process in 2010.

Risk management

The Student Affairs Risk Register and Risk Mitigation Strategy have been updated in 2009.

The most uncontrollable risk would be student unrest resulting in loss of life, intellectual capital and damage to property. Although student unrest cannot always be directly linked to a specific University problem, much can be done to address possible causes for student dissatisfaction. At UJ these include:

- lack of accommodation and insufficient facilities in some residences;
- overcrowded shuttle service between campuses;
- insufficient library and computer facilities on some campuses;
- high prices in student centres.

Although Student Affairs is not necessarily in a position to solve these difficulties, the Executive Director: Student Affairs fulfils a critical role in facilitating communication about these issues.

Strategic thrusts

- effective and efficient functioning, reporting and marketing of the Risky Student Behaviour Strategy;
- preparations for the national roll-out of the National Student Leadership Academy in 2010;
- focus on providing external accredited student accommodation to reduce student exploitation and slumlording. The Commune Policy, spearheaded by the COJ, UJ WITS and stakeholders, has been approved and is being implemented;
- mapping of green (safety) routes has been completed by UJ and discussions have to be initiated with the SAPS, UJ and private providers to patrol these routes;
- benchmarking both nationally and internationally;
- continuation of the value-based system and Cultural Integration Programmes in all residences.

B. Mandew (Prof.)
Executive Director: Student Affairs



ACADEMIC ADMINISTRATION

Academic administration at central and faculty levels is responsible for the academic administration related to the academic lifecycle of the student – from application to graduation. The following committees were operational:

- Academic Administration Coordination Committee: this committee meets on a monthly basis, focusing on the strategies and problems related to the academic lifecycle of the student, including the correction and mitigation of errors related to the student HEMIS reports.
- Registration Committee: this committee meets quarterly and is responsible for the planning of registration.
- Assessment Committee: this committee meets quarterly and focuses on the quality of administration related to summative assessments (tests and examinations), with specific reference to mitigating risks.
- Admission's Committee: this committee meets quarterly and focuses on the management of applications and mitigation of problems experienced.
- Graduation Committee: this committee consists of multiple internal stakeholders and meets quarterly. The purpose is to improve the quality of graduation ceremonies.
- Timetable Committee: this committee oversees the lecturing and examination timetable of the University.
- Committee: Venues and Facilities: a decentralised campus committee exists and meets on a weekly basis to consider applications related to ad-hoc venue bookings and to oversee the governance related to disaster management, when applicable.

Undergraduate applications

A total of 27 215 undergraduate first-year applications were processed in 2009 for the 2010 academic year.

Table 35: Historical number of undergraduate applications and status of applications and provisionally admitted applicants as at 3 December 2009 (for 2010 admissions)

Faculty	Applications for 2008	Applications for 2009	Provisionally admitted in 2008 for 2009	Applications for 2010	Provisionally admitted in 2009 for 2010
FADA	1 108	1 169	270	1 120	36
FEFS	4 538	5 151	2 361	5 487	2 410
Education	374	675	417	1 332	511
FEBE	3 931	4 764	1 842	4 706	606
Health Sciences	1 541	1 635	590	2 287	729
Humanities	3 984	3 938	2 396	3 990	1 443
Law	1 269	1 399	541	1 748	465
Management	4 290	4 364	2 152	4 104	1 226
Science	1 404	2 294	1 058	2 441	693
Total	22 439	25 389	11 627	27 215	8 119

Registration

Approximately 44 500 students were registered during the official registration period in January 2009 and approximately 25 000 "walk-ins" (learners who had not officially applied to the University beforehand) were managed during this period. A web-based (online) registration process was piloted during 2008 and a target of at least 30% (preferably 40%) was set for 2009. A total of 15 012 students registered online, reflecting 36% of the total registrations on 31 January. The Registration Report was submitted to the Senate Executive Committee. Preparation for online registration was intensified for 2010. The registration student satisfaction survey was conducted, reflecting a significant improvement on the previous year. The problems were reported to the stakeholders concerned and taken into consideration for the planning of registration for 2010.

Timetable

A standardised, integrated and optimised final summative assessment (examination) timetable was initiated in 2007 and is continually refined. A standardised lecturing timetable for all campuses was developed and approved by Senate in 2008 and partially implemented for 2009. The standardised timetable was, however, prepared for full implementation across all four campuses for 2010.

Graduation ceremonies

A total of 44 graduation sessions were held in 2009 with a total of 10 548 graduates/diplomates. The satisfaction survey results were very positive, varying between 87% and 98%.

Table 36: Number of graduates per faculty for the March, May and September 2009 ceremonies (N = 10 546)

Faculty	Graduates/ diplomates for March 2009	Graduates/ diplomates for May 2009	Graduates/ diplomates for September 2009
FADA	207	4	0
FEFS	1 276	275	234
Education	1 592	507	80
FEBE	566	424	348
Health Sciences	327	298	118
Humanities	978	308	125
Law	239	238	21
Management	982	456	371
Science	326	160	86
Total	6 493	2 670	1 383

Note: table 36 reflects the output for the 2009 academic year as opposed to this table reflecting the sum total of the graduates/diplomates during the calendar year.

SENATE REPORT TO COUNCIL

Composition

The Senate, which functions in accordance with sections 21 to 27 of the Standard Institutional Statute, had a membership of 238 in 2009. Attendance in 2009 was, in general, lower in comparison to the attendance in 2008.

Senate meeting dates

Senate meetings were held on the following dates in 2009:

- 23 March 2009;
- 30 April 2009 (Special Senate meeting to approve the Self Evaluation Report);
- 17 June 2009;
- 30 September 2009;
- 18 November 2009.

Senate committees

The following Senate committees were operational in 2009:

- Senate Executive Committee;
- Senate Academic Ethics Committee (Committee was dissolved at Senate meeting of 17 June 2009);
- Senate Quality Committee;
- Senate Higher Degrees Committee;
- Senate Research Committee;
- Senate Language Committee;

- Senate Teaching and Learning Committee;
- faculty boards.

Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority, as delegated to it by Senate.

Matters of significance discussed, considered and approved, ratified or noted by Senate:

- the Vice-Chancellor's quarterly reports focusing on, inter alia, the following:
 - ~ strategic breakaway reports and strategic thrusts for 2008;
 - ~ progress made related to selected strategic thrusts;
 - ~ enrolment statistics and registration report;
 - ~ progress reports related to Campus Programme Profiles and infrastructure funding proposals submitted to the DoE;
 - ~ East Rand Campus: progress reports;
 - ~ investment in research niche areas and centres;
 - ~ establishment of the Next Generation Scholars Programme;
 - ~ Campus Master Plan;
 - ~ Harmonisation Phase Two: progress report;
 - ~ audited financial statements;
 - ~ faculty annual reports: process of reporting;
 - ~ staff culture audit;
 - ~ international visits/initiatives.
- approval of the establishment of a Postgraduate Research Centre at UJ;
- approval of the following Senate Committee Charters:
 - ~ Charter for the Senate Teaching and Learning Committee;
 - ~ Revised Charter for the Senate Higher Degrees Committee;
 - ~ Revised Charter for the University Research Committee.
- approval of the following Charters submitted by faculties:
 - ~ Revised Charter for the Centre for Small Business Development;
 - ~ The Faculty of Engineering and the Built Environment's Industrial Advisory Board;
 - ~ Charter for the Institute for Social Entrepreneurship Stakeholder Forum;
 - ~ Institute for Social Entrepreneurship Charter;
 - ~ Charter for the Centre for Education Rights and Transformation;
 - ~ Charter for the UJ Institute for Childhood Education.
- approval of the following new subsidised programmes:
 - ~ Faculty of Art, Design and Architecture: BA (Design) and MTech (Architectural Technologiae (Professional));
 - ~ Faculty of Education: BEd (Foundation Phase);
 - ~ Faculty of Humanities: BA (Community Development) and BA Honours in Public Management and Governance Management;
 - ~ Faculty of Management: MPhil (Management), Postgraduate Diploma (Information System Auditing) and BCom Honours (IT Management);
 - ~ Science: BSc (Physical Sciences with specialisation in Geology and Applied Geology).
- noting of the HEQC's provisional accreditation (candidacy phase) for the following programmes:
 - ~ Postgraduate Diploma (Information Systems Auditing);
 - ~ BA (Design, specialising in Communication Design);
 - ~ BAHons (Public Management and Governance Management);
 - ~ BComHons (IT Management).
- approval of the following strategies and policies:
 - ~ Revised Higher Degrees Policy;
 - ~ Talent Management Strategy for Individuals with High Levels of Skill, Scarcity and/or Excellence at UJ;
 - ~ Research Policy and Strategy;
 - ~ Revised Policy on Community Engagement;
 - ~ FADA's Student Selection Policy;
 - ~ Revised UJ Language Policy;
 - ~ Revised Policy on Tutoring and Tutors;
 - ~ Teaching and Module Evaluation Policy;
 - ~ Professional Academic Staff Development Framework;

- ~ Internationalisation Strategy;
- ~ Policy on the Protection, Management and Commercial Exploitation of Intellectual Property;
- ~ Revised Academic Certification Policy;
- ~ UJ Regulations for Student Discipline;
- ~ Faculty of Education's Assessment Strategy;
- ~ FADA's Assessment Policy;
- ~ approval of the Faculty of Humanities' Policy on Assessing Applications for the Recognition of Prior Learning.
- approval of UJ's Self-Evaluation Report;
- noting of the Report on 2008 Research Output;
- approval of revised enrolment management process for FEBE;
- approval of enrolment process of Faculty of Humanities and Faculty of Management;
- approval of phasing out of the Ceramics Programmes in FADA;
- approval of school system in FEBE:
 - ~ School of Electrical Engineering (Department of Electrical Engineering Science, Department of Electrical Engineering Technology);
 - ~ School of Civil Engineering and the Built Environment (Department of Civil Engineering Science, Department of Civil Engineering Technology, and Department of Construction Management, Quantity Surveying and Planning);
 - ~ School of Mechanical and Industrial Engineering (Department of Mechanical Engineering Science, Department of Mechanical and Industrial Engineering Technology);
 - ~ School of Mines, Metallurgy and Chemical Engineering (Department of Mining Engineering and the Department of Mining Surveying).
- approval of School of Communication in Faculty of Humanities (comprising the Department of Strategic Communication, Department of Communication Studies and the Department of Journalism and Audio-Visual Communication);
- approval of the expansion of the Department of Biblical and Religion Studies to incorporate Islamic Studies, Hebrew and Jewish Studies and Arabic and Cognate Semitic Languages;
- approval of termination of offering of ND (Retail Management) at SWC;
- noting of the verbal feedback of the HEQC Audit Report;
- approval of the Incentive Scheme for C-, Y- and L-Rated Researchers;
- relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- approval of UJ's Enrolment Plan for 2010;
- noting of UJ's Enrolment Plan for 2011 to 2013;
- approval of teach-out plans for Afrikaans tuition;
- approval of name change of Department of Biblical and Religion Studies to Department of Religion Studies;
- approval to transfer Home Department, Complementary Studies from FEBE (Department of Mechanical and Electrical Engineering) to the Faculty of Humanities (Department of Philosophy);
- election of Senate representatives to serve on Senex and other committees of Senate;
- noting of the Report on the First-Year Experience at UJ;
- election of a Senate representative on the Honorary Degrees Committee;
- approval, subject to final Council approval, of the conferral of Honorary Degree on Mr Richard Goldstone and Prof Mahmood Mamdani;
- approval of special summative assessments of first-year undergraduate students in modules in FEBE, Faculty of Humanities, Faculty of Management, Faculty of Law and Faculty of Science;
- noting of reports from the various Senate committees;
- progress report on the Staff Qualifications Project;
- approval of Senate discretionary admissions;
- titles and allocation of supervisors to master's and doctoral studies;
- academic calendar for 2010;
- outcome of results and subsequent conferral of master's and doctoral degrees;
- security reports;
- faculty reports to Senate: amendments to Academic Regulation and amendment to faculty policies;
- approval of interim measures to monitor student attendance of tutorials;
- approval for the offering of new non-subsidised short learning programmes in the following faculties:

- ~ two new credit-bearing non-subsidised short learning programmes in the Faculty of Art, Design and Architecture;
 - ~ three new credit-bearing non-subsidised short learning programmes in the Faculty of Humanities;
 - ~ two new credit-bearing non-subsidised short learning programmes in the Faculty of Law;
 - ~ nineteen new credit-bearing non-subsidised short learning programmes in the Faculty of Management;
 - ~ twenty-six new credit-bearing non-subsidised short learning programmes in the Faculty of Science.
- electronic performance review of Senate, reflecting an average rating of 3,8 out of a possible rating of five.



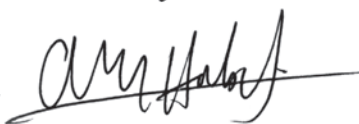
Ihron Rensburg (Prof)
Chairperson of Senate



Derek van der Merwe (Prof)
Pro Vice-Chancellor



Angina Parekh (Prof)
DVC: Academic



Adam Habib (Prof)
DVC: Research, Innovation and Advancement



Marie Muller (Prof)
Registrar

ACADEMIC REVIEW: FACULTY REPORTS

An executive summary of each faculty is reflected below.

FACULTY OF ART, DESIGN AND ARCHITECTURE

Introductory comment

The Faculty of Art, Design and Architecture continued to enhance its reputation in 2009, in alignment with the strategic goals of the University of Johannesburg. The Faculty succeeded in achieving its key objectives in a number of areas. These included: growth in student enrolments; upgrading of staff qualifications and general staff development; promoting and sustaining excellence in teaching and learning through quality assurance mechanisms and the active development of innovative teaching and learning practices; research development and research output; programme development; and advancing recognition of the Faculty through marketing endeavours that ensured an ongoing narrative of Faculty events and achievements.

Staff profile

The Faculty had a total of 68 permanent and full-time contract members of staff in 2009. This comprised 48 academic staff, 14 support staff, the marketing co-ordinator, three members in academic administration, the Dean and her personal assistant. 50% of academic staff was senior lecturers, 46% lecturers and 4% associate professors. The equity profile in the Faculty remained constant, with 78% of staff in the non-designated group and 22% in the designated group.

The upgrading of staff qualifications remained a priority. The level of academic qualifications of staff in the Faculty (excluding the Dean's Office) improved in 2009, with 60% of staff holding a master's or doctorate qualification compared to 48% in 2007. 33% of academic members of staff were registered or preparing to register for master's studies in 2009 and a further 10% were registered for doctoral studies. Academic staff attended training courses and workshops in the following areas: research development; teaching and learning; professional development; UJ systems; self-development; change management; and induction.

Student profile and performance

A total of 1 077 undergraduate and 16 postgraduate students were enrolled in the 10 programme types offered by the Faculty. Undergraduate enrolments increased by 14,33% relative to 2008, with a 15% increase in diploma enrolments and a 9% increase in BTech enrolments. Total Coloured and Indian enrolments increased slightly with 1% each, while the total white enrolments remained static at 52% and African enrolments decreased slightly from 38% to 37%. There was a decrease in the number of white first-time entering enrolments, which dropped from 52% in 2008 to 47% in 2009. African first-time enrolments increased from 34% in 2007 to 40% in 2008 and 42% in 2009. The gender profile of the Faculty remained constant in 2009, with male enrolments at 45% and female enrolments at 55%.

The academic performance of students in the Faculty remains very good. The Faculty has consistently maintained a success rate of between 83% and 85% over the last three years. The overall success rate for 2009 showed a decrease from 85,5% to 84% in 2009, due primarily to the decline in the first-year success rate from 81% in 2008 to almost 75% in 2009. The second-year success rate remained stable at 90% and the third-year success rate improved by 5% to 93% in 2009. The overall success rate for white, African and Indian students remained fairly stable, with the Coloured success rate decreasing from 83% in 2008 to 78% in 2009. The Indian and white success rates (87% and 89% respectively) are considerably higher than the African success rate of 77% and the Coloured success rate of 78%, although the latter still meets the benchmark target of 78%. Module success rates in all departments were generally high (above 55%), with the exception of six modules of which only two were below 50%.

The Faculty continued to provide support to its students through an extended system of tutors for first-year students and special assistance to individual students at risk, where this was needed. The introduction of Green Design Week, a multi-disciplinary project in which all third- and fourth-year students in the Faculty participated, allowed for an opportunity to capitalise on the unique configuration

of creative disciplines that are housed under one roof in the Faculty. The project successfully exposed students to the thinking and action increasingly required to engage with the complex problems and situations that are integral to the contemporary world. In addition to this, a number of collaborative projects, which brought students from different departments in the Faculty together, encouraged multi-disciplinary understanding and problem-solving. A series of "Friday Talks" and Industry Lectures, delivered by invited guest speakers, exposed students to wider societal, environmental and economic issues. A portfolio workshop that introduced prospective students to the requirements of a creative portfolio, a pre-requisite for admission, was successfully launched in June during the winter recess. This initiative will be extended in 2010.

Students from the Faculty gained recognition through their creative achievements during the year. FADA students featured, with placements in 33 national and regional award schemes. Particularly noteworthy here were the winners of the PPC Young Sculptor Award, the Thuthuka Jewellery Award, the Joburg City Festival and a gold medal at the Think Design Awards. Students from the Faculty also made their mark internationally, where they won a Good Design Award; a Bronze Lion at the Cannes Lions International Advertising Festival; were one of six finalists in the Sony World Photography Awards; and again one of six finalists at the Aspen Design Awards.

Departmental student committees and a Faculty Students' Forum provided students with opportunities to participate in departmental and Faculty matters and allowed for the promotion of the holistic development of students as responsible future citizens and professionals. Four quarterly meetings of the Students' Forum were held. The Forum is administered by students and comprises the Dean, the Head of Faculty Administration (HFA), marketing co-ordinator and a student representative from every department. Items dealt with included academic matters (the UJ Audit was emphasised), faculty administration, faculty events, student life and student concerns. Overall, students expressed high levels of satisfaction. Areas of frustration included the lack of parking facilities, ventilation in the building and access to the building after hours.

Academic administration and the faculty marketing co-ordinator made valued contributions to ensuring a positive student climate by fostering a service orientation, facilitating the student welcoming programme and encouraging student participation in faculty events. The consolidation of academic administration and marketing and their relocation to a new suite of offices at the entrance to the faculty building greatly enhanced accessibility and service to students.

Academic programmes

The offering of a BA Design with specialisation in Graphic Design and a professional coursework Master's in Architecture were approved at Senate and submitted for external approval in 2009. Both programmes received external approval: although, this was received late in the year, resulting in their implementation in 2011 rather than 2010, as was originally planned. The revised National Diploma in Clothing Management (renamed Diploma in Fashion Production) and the BA Design with specialisation in Industrial Design served at the Faculty Academic Programme and Quality Committee (APQC) and will be submitted to Senate and externally for approval in 2010, with implementation planned for 2012.

The consolidated History and Theory of Art and Design module was phased in for first years in 2009. This consolidation addresses many of the issues of relevance, duplications, allocation of credits and assessment criteria identified in the programme review. A multi-level tutorial system was introduced to support the new offering and a mid-year report was presented to heads of departments for comments and recommendations, allowing for minor adjustments to be made to the curriculum and its presentation. The curriculum for second year was formulated in consultation with departments and approved for implementation in 2010. Other mechanisms to ensure the relevance of curricula content in module offerings in the Faculty were teaching collaborations with industry, the revision of modules by departments to meet identified needs and greater utilisation of Edulink facilities.

In 2009, the Faculty's newly established Teaching and Learning Forum provided opportunities for members of staff to devote focused attention to the unique characteristics of teaching and learning in the creative disciplines. The Creative Teaching and Learning Forum was established at the close of 2008, with the intention of developing a scholarship of teaching within the Faculty around the themes of creativity; enhancing teaching and learning in the art and design fields through reflection; the sharing of best practices and engagement with the UJ teaching and learning philosophy; and generating research outputs around teaching practice. The Forum held four well-attended sessions during

the year, based on the following themes respectively: approaches to creative teaching and learning; critical moments in teaching and learning; commentary and conversation on teaching practices; and teaching philosophy and collaboration in creative education. Five papers were presented at Forum sessions during the year.

Research and creative production

Preliminary indications are that members of the Faculty published a total of 23,9 subsidy units in 2009. This output included 19 journal articles and 4,9 conference proceedings. Eight research projects were registered with the Faculty Research Committee (FRC), two of which were directly funded by the FRC, with the remainder reliant on external sponsors.

During the course of the year, members of staff participated in five solo exhibitions and 30 group exhibitions and they completed 18 local and one international design projects. A policy and a set of criteria for the peer evaluation of creative production, which had been approved by the Faculty Board in 2008, served at the University Research Committee, which recommended that a task team be established to clarify a number of identified issues related to the proposal.

The research centre, Visual Identities in Art and Design, achieved all proposed outputs and performance indicators by the end of the year. The very successful international colloquium *On Making: Integrating Approaches to Practice-Led Research in Art and Design* and the national conference *Imaging Ourselves: Visual Identities in Representation* drew a number of prominent international and local scholars and creative practitioners to the campus.

The FADA Gallery continued to promote the profile of the Faculty through the hosting of student and professional exhibitions. The Gallery is seen not only as a venue for acknowledging and celebrating creative work, but as a pedagogic and research resource. Of particular significance in this regard were five high profile exhibitions: namely, *Double Body* (curated and critically reviewed); *IEB* (opened by renowned artist William Kentridge); *2009 Staff Show* (curated and critically reviewed); *(In)visible Cities* (critically reviewed); and *Prestigious Alumni* (critically reviewed). The latter exhibition is an annual event that celebrates alumni of the Faculty who have become leaders in their disciplines and industries. In 2009, alumnus Maira Koutsoudakis, multiple award-winning interior designer and founder of the influential design studio LIFE, was honoured with a retrospective exhibition showcasing her work. Koutsoudakis also received a University of Johannesburg Dignitas Award for outstanding achievements.

The Research Seminar Series was instrumental in building research capacity in the Faculty. A total of 19 seminars were presented by staff and guests throughout the year. Two editions of the FADA Research Newsletter were published and included working papers, critical reviews and commentary on research endeavours and creative production.

Governance and quality assurance

Departments all have a variety of quality assurance mechanisms in place and they appear to be functioning well. The APQC devoted a great deal of time to ensuring that all new offerings met requisite standards. Four revised academic policies were approved by Senate and the Faculty's plagiarism procedure was revised and implemented. A comprehensive audit of 58 learning guides was completed and a consolidated Faculty Report and individual reports provided to each department. The overall report was generally good and departments will take cognisance of the recommendations in the preparation of 2010 learning guides. The procedure for the appointment of external moderators was reviewed and a standardised format for moderators' reports adopted. The Gemmology Laboratory for jewellery students was relocated from the Doornfontein and was fully functional by the middle of the year.

Academic administration ensured the maintenance of high quality levels through the following strategies: the setting of annual objectives; adherence to guidelines provided by Central Administration; benchmarking with other faculties; and effective communication channels. Key performance indicators in all areas were met and audits delivered positive results. Members of Faculty were kept informed through presentations to the Dean's Committee or the Faculty Board by Academic Development and Support, the DVC: Research, Bursaries Office, Governance Office, HIV/Aids Office and Programme Advisor of the Faculty of Education.

Risk areas were identified as: preparedness of entry level students; academic profile of staff; security; and the physical working environment. Areas of particular concern for departments are

the attraction and retention of suitable staff, as well as poor ventilation, temperature control and noise levels in the building.


Community engagement

Community projects of note included the following:

- Cultural Action for Change: a collaborative project, between the Department of Visual Art, Phumani Paper, Artist Proof Studio and the University of Michigan, that continued its work into the investigation of economic development and the role of the arts in addressing the HIV/Aids issue in South Africa, as well as capacity-building for community-based artists;
- the design of the GDM Manica football stadium in Mozambique and the building of a clubhouse on site;
- a branding project for Soccer Legends in conjunction with UJ Sport;
- the Diepsloot Studio Project for architectural interventions to relieve infrastructural problems in the informal section of the township;
- the Fallwall design and public exhibition for the Goethe Institute SA;
- the Thuthuka Jewellery Development Programme that provided facilities and mentorship to students from the Imfundiso Soweto School;
- numerous projects for the UJ community: these included the design and production of medals, signage, maps, artworks, posters, invitations and a variety of cards.

Branding and marketing

The Faculty continued with drives to establish and entrench its presence and profile among all its stakeholders, by providing an ongoing narrative of Faculty activities and successes. FADA Information Sessions were attended by well over 500 visitors and the student exhibitions drew an estimated 650 visitors to the Faculty. All events that were open to the public were publicised through various forms of media, including listings on the UJ and FADA websites and the following external websites or social networks: Radio 702, Highveld Stereo, Joburg.org, Design Mind, One Small Seed and Facebook. Where relevant, the UJ Media Office was informed of events for appropriate press releases and external media coverage was received for more than 30 news items.



Marian Sauthoff (Prof)

Executive Dean: Faculty of Art, Design and Architecture

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

Over the last five years, since the inception of the University of Johannesburg, the Faculty of Economic and Financial Sciences has charted difficult waters in its journey towards academic excellence. Though sometimes rough, its experience thus far may be described as nothing short of exciting, as it endeavours to define itself in an environment of change and challenge.

Given its distinctive financial focus, the year 2009 continued to see the Faculty grow and shape itself as a significant provider of skills in the fields of accountancy, financial economics and econometrics and financial decision-making. Despite many challenges and uncertainties, such as those associated with the first intake of students with the NSC and the scarcity of skilled academics, alongside the need to achieve staff equity, 2009 may be considered a relatively successful year for the Faculty of Economic and Financial Sciences.

Faculty governance and quality assurance

The Faculty Board governs all aspects relating to policy, processes and procedures, in respect of academic matters in the Faculty. A self-evaluation, conducted on 4 August 2009, revealed that the Faculty Board is generally performing at an above-average level in respect of governance, operational and administrative functions. The Faculty Management Committee (consisting of the Executive Dean as Chairperson, Vice-Dean, the Faculty's four Heads of Departments (HODs), the Head of Faculty Administration and the Programme Adviser) is responsible for the day-to-day operational management of the Faculty and makes recommendations to the Faculty Board on academic matters. The Faculty Quality Care Committee (consisting of the Executive Dean as Chairperson, Vice-Dean, the Programme Advisor, HODs and chairpersons of various subcommittees) facilitates and coordinates quality arrangements in the Faculty. Faculty policies dealing with important matters, such as assessment and moderation, are reviewed and updated on a continual basis.

Enrolment

Despite the implementation of an enrolment model, enrolment surged in 2009 at a rate of approximately 19%, compared to 12% in 2008. The acceleration in student numbers was largely attributed to an inordinate increase in the intake of first-time entering undergraduate students. The uncertainty associated with the new NSC, the unexpected increase in the turnout of applicants in January and the shift in the yield pattern are just some of the key reasons behind the excessive intake of first-time entering students. In any event, the overflow of student enrolment was largely absorbed by the Soweto campus. The enrolment growth figures in respect of the individual campuses were as follows: 6,2% on APK; 26,4% on APB; and 117,4% on SWC. A further observation regarding student enrolment in 2009 is that the total enrolment of 10 795 represented just over 20% of the total enrolment of the University, effectively making the Faculty of Economic and Financial Sciences the largest faculty, in terms of student numbers.

Staff turnover and profile

The number of permanent academic staff members stood at 124 by the end of 2009. However, the number of full-time academic staff (including 14 contract staff members) stood at 138, representing a phenomenal increase from the 81 staff members in 2006. The 2009 figure rises to 146, if a further eight candidates are included, that were interviewed and appointed in 2009 but will only assume their responsibilities in 2010. In 2009 there were 16 resignations (including retirements) and 28 appointments. With regards to equity, the marginal increase of permanent black academic staff members from 26% in 2008 to 29% in 2009 indicates the continuing challenge that the Faculty faces in attracting and/or retaining qualified black academics. There were five resignations and 13 appointments of black academic staff members in 2009. Five black CAs were appointed in 2009. Female members account for 59% of the permanent academic staff.

With regards to qualifications, 68 staff members hold a professional qualification: 52 have a master's degree and 20 have a doctoral degree. It is therefore evident that 52% of the 138 full time academic staff members are in possession of at least a master's qualification. Currently, 32 staff members are enrolled for master's degrees and 14 for doctoral degrees.

Academic programmes (subsidised) – success rates

Success rates in academic programmes remain an area of priority for the Faculty. Results of assessment opportunities were closely monitored and managed over the past year, with the aid of Project Safenet. The Stellenbosch test was used to identify first-year at-risk students for whom structured interventions were put in place, in the form of Mathematics and English classes. Although additional classes in the form of tutorials were provided, especially from the second semester of 2009 on APK when tutorial venues became available, this form of intervention was not at its full potential (the use of tutorials is expected to be intensified in 2010). Despite the various interventions undertaken by the Faculty and its departments, the success rate dipped in 2009. In comparison to 2008, the 2009 undergraduate average success rate fell from 76% to 75% and from 82% to 76% for the first and second semesters respectively. The postgraduate average success rate, however, increased from 72% to 76% and from 56% to 57% for the first and second semesters respectively. The overall average success rate for the first semester of 2009 remained the same as that of the first semester of 2008 at 71%, but declined in the second semester from 79% in 2008 to 76% in 2009.

Professional bodies – examinations

The Department of Accountancy is extremely proud of the 2009 Qualifying Exam results. 234 students from UJ, who wrote the Qualifying Exam in 2009 for the first time, passed. This equates to an 86% pass rate. The results of the black students were excellent. Out of a total of 111 black candidates who wrote the exam, 76 students passed. The national pass rate for black candidates was 48%.

The existing agreement that the Department of Finance and Investment Management has with the Financial Planning Institute (FPI) of Southern Africa continues. A student who successfully completes the BCom Honours (Financial Planning) programme and obtains 60% for the FPI's Board Examination (the case study) is invited by the FPI to become a Certified Financial Planner®. In 2009, there were 27 students who wrote the case study: 64% of whom passed the Board Examination with a score of 60% and higher, yielding a success ratio of almost 92%.

With regards to the Chartered Institute of Management Accountants (CIMA) results for May 2009, UJ first-attempt candidates achieved pass rates of 70% in Risk and Control Strategy and 50% in Financial Strategy, which are 18% and 2% above the global pass rates respectively. UJ students attained positions in the top 10 for the three strategic level subjects as follows: two in Risk and Control Strategy; one in Business Strategy; and three in Financial Strategy. Monique Brummer, a part-time lecturer in the Department of Finance and Investment Management, achieved the third highest mark in South Africa for the TOPCIMA examination held in May 2009. TOPCIMA is the final case study examination that students must pass to meet all the examination requirements of CIMA.

Research (performance, capacity development and activities)

The Faculty, together with its departments, continues in its endeavour to establish a culture of research and scholarly activity amongst its academic staff members. To this end, various ongoing activities and initiatives have been established. A Faculty conference is held every two years. 2009 saw the commencement of preparations for the Faculty's third Biennial International Value Conference to be held in 2010. Despite the challenge experienced in obtaining accreditation for the Faculty *Journal of Economic and Financial Sciences*, the publication persevered in 2009. The Faculty engaged in a series of Public Lectures in 2009 that helped stimulate thought on various topics relating to economics, accountancy and finance. The departments were engaged in their individual efforts, in certain cases with the assistance of visiting professors or a structured visiting scholars' programme, to enhance research capacity and stimulate scholarly activity.

Over and above numerous other publications, research initiatives and scholarly activities, subsidised publications in the Faculty increased from 12,66 units in 2008 to 28,16 units in 2009. This represents an increase of almost 122% and is a definite indication that staff members are becoming serious about research.

External engagement

The competency framework, finalised by the South African Institute of Chartered Accountants (SAICA) towards the end of 2009, is expected to influence professional accounting education at universities. The Department of Accountancy at UJ is currently exploring the impact of the framework on the

curricula of its CA stream programmes, with the expectation of significant structural changes to the programmes. In 2009, the Department of Accountancy, in partnership with Ernst & Young, experienced a successful year with Project Alpha, which was launched in 2008. In accordance with Project Alpha, the second year Auditing curriculum includes topics such as ethics in general, business ethics, professional ethics, corporate governance, as well as communication and business writing skills. The Department is involved in a community project at the Soweto campus, sponsored by the De Beers diamond company. The Department's involvement includes the offering of accounting classes to learners from schools in the area. The project of capacity-building at the University of Limpopo (UL) is also continuing. A new memorandum of understanding was signed during January 2010, which set new timelines according to which the Department will reduce its participation in the project over the next two years, after which UL will apply for SAICA accreditation.

The Department of Economics and Econometrics, in collaboration with the South African Foundation for Economic and Financial Education, is involved in training teachers of Economics, by providing special skills needed for the teaching of the subject. The Department commenced consultation with the Institute of Bankers on the review of the curriculum of the Diploma in Banking in 2009, which will no longer be a national diploma, but a UJ-specific one.

In 2009, the Department of Commercial Accounting commenced a process of reviewing its diplomas in Accounting, Financial Information Systems and Credit Management, for implementation in 2011. These will then cease to be national diplomas. The new Diploma in Accounting could also create another tier of accreditation in the accounting profession for individuals to register as Accounting Technicians with the Association of Accounting Technicians (AAT) of South Africa, which is a joint venture between AAT (UK) and SAICA.

Access and equity

In 2009, the Department of Accountancy continued to run the Equity Development Programme to assist African and Coloured students enrolled for BCom Honours Accounting (with specialisation in Chartered Accountancy). The undergraduate programme was funded by the Thuthuka Bursary Fund and NSFAS. The BCom Honours Accounting (with specialisation in Chartered Accountancy) Equity Programme was funded via the Thuthuka Bursary Fund by the Financial and Accounting Services Sector Education and Training Authority.

The planned enrolment for BCom extended programmes was 400 students for 2009, comprising 320 students on SWC and 80 students on APK. The actual enrolment fell short at 362 students. The offering of BCom extended degrees is an indication of the Faculty's commitment to broadening access to higher education, by providing alternative access and strong foundational academic development for students that do not meet the admission requirements for the regular degrees.

Special achievements

Some of the notable achievements in 2009 are as follows:

- Ms Erika du Toit from the Department of Accountancy received the Vice-Chancellor's Award for Teaching Excellence.
- As indicated above Monique Brummer, a part-time lecturer in the Department of Finance and Investment Management, achieved the third highest mark in South Africa for the TOPCIMA exam held in May 2009.
- Declan Bernt, a third-year BCom Finance student, won the "Top Trader" award. This competition runs throughout the country at all the big universities and is based on the buying and selling of shares to maximise portfolio value.
- A group of third-year BCom Finance students came second in the Sanlam Creativity for Progress competition. The theme for 2009 was *Rural areas are failing to retain and attract skilled people and graduates, resulting in economic stagnation. How will you remedy this?*
- Prof Benjamin Marx, who completed his DCom at the end of 2008, won the award for the best paper presented at the South African Association for Accountants' Conference in October 2009.
- Prof Lynette Olivier was awarded 2009 Researcher of the Year by the Institute of South African Tax Practitioners.
- Ms Y.Y. Mahau, an MCom (Economics) student, won the prize at the Economic Society of South Africa Conference, for the best paper in International Economics by a postgraduate student.

Despite the many challenges, 2009 may be considered as a year of relative success. The year 2009 marks five years of the Faculty's existence and, during that time, considerable strides have been made towards the attainment of academic excellence.

A handwritten signature in black ink that reads "ADempsey". The "A" is large and stylized, with a long horizontal stroke that loops back under the "D". The "D" is also large and connects to the "e". The "mpsey" is written in a cursive, lowercase style.

Amanda Dempsey (Prof)

Executive Dean: Faculty of Economic and Financial Sciences

FACULTY OF EDUCATION

In 2009, the Faculty of Education's learning programmes, community engagement activities and research endeavours bore testimony to the Faculty's vision of an engaged and dynamic faculty that advances education as a professional practice and field of scholarly inquiry, through excellence in teaching, research and community service.

2009 saw the development of two major projects in the Faculty: one in school leadership development and the other in childhood education. Work started in collaboration with the Harvard Graduate School of Education in order to establish an Educational Leadership Institute on UJ's Soweto Campus. One component of the Institute, namely the "Principal Network", was officially launched in October. The establishment of the UJ Institute for Childhood Education (UJICE) was approved by Senate. UJICE includes: a primary school (in collaboration with the Gauteng Department of Education); a number of longitudinal research programmes on learning and development; research on teacher education; and community development projects. This Institute, with its different components, will be situated on the Soweto Campus. The research in the Institute will be conducted in collaboration with the University of Basel in Switzerland.

Academic programmes

- The enrolment figure for 2009 was 4 988, a decrease of 209 from 2008. The decrease can be attributed to a drop in the Advanced Certificate in Education (ACE) numbers.
- Postgraduate enrolments were 23,06% of total enrolments. Enrolments in the doctoral programmes increased by 13 in 2009 – from 76 in 2008 to 89 in 2009.
- First-time entering undergraduate enrolments for 2009 were 401 – an increase of 76 from 2008.
- The student profile of the Faculty in terms of race was: African – 80%; White – 14%; Indian – 3%; and Coloured – 3% (86 % black).
- The student profile of the Faculty in terms of gender was: female – 65% and male – 35%.
- In the second semester of 2008, 720 ACE students were enrolled on the Soweto Campus, as part of an agreement with the Gauteng Department of Education for the professional development of teachers. These students are included in the enrolment figure for 2009.
- The Faculty developed a BEd Foundation Phase programme for implementation in 2010 on the Soweto Campus, with a planned enrolment of 60 students.

Staff

- In 2009, the Faculty had 48 full-time permanent academic staff members and 23 non-academic (support) staff members: a total of 71.
- The academic staff profile in terms of levels was: Professor – 12%; Associate Professor – 17%; Senior Lecturer – 46%; and Lecturer – 25%.
- The academic staff profile in terms of academic qualifications was: staff with doctoral degrees – 73% and staff with master's degrees – 27%.
- The academic staff profile in terms of race was: White – 52%; African – 21%; Indian – 15%; and Coloured – 12%.
- The academic staff profile in terms of gender was: male – 58% and female – 42%.
- The following achievements of staff warrant special mention:
- Dr Josef de Beer received a HELTASA National Excellence in Teaching and Learning Award. Dr de Beer was one of four candidates who received this award, from 48 people who were nominated nationally. His innovation in science education, amongst others, was identified as best practice by HELTASA.
- The Dean, Prof Sarah Gravett, received the Education Association of South Africa medal of honour for her extraordinary achievements in the field of Education and her service of outstanding quality in the field. Prof Gravett was also appointed by the Minister of Basic Education as a South African Council for Educators Councillor for the term August 2009 to July 2013. She also served on the Teacher Development Advisory Committee as representative of the HESA Education Deans' Forum.
- Prof Elbie Henning was awarded a National Research Foundation B-rating as a researcher (an internationally recognised researcher) and Prof Juliet Perumal was awarded a C-rating (established researcher).

Research

- Staff members contributed to 23 accredited journal articles in 2009 (six more articles than in 2008). This represents 15,82 units, which is a slight increase of 0,32 units (15,50 in 2008). Two papers that meet the requirements for subsidy were published in conference proceedings. Another 13 articles were published in peer-reviewed journals.
- Staff members contributed to six books and four chapters in books.
- The majority of funded research projects in the Faculty were linked to the Centre for Education Practice Research (CEPR). The main research programme of the CEPR is *Teacher development in 'ecologies of practice'* – a developed research niche area granted to the Faculty by the National Research Foundation.
- Faculty staff were involved in the following externally funded research projects:
 - ~ the UNESCO/UNITWIN Chair in Values Education Research with consortium members from seven countries (2002 – ongoing);
 - ~ NRF research niche area (RNA) programme, with four projects (RNA) (2007 to 2011) in the areas of initial literacy and communication, science education, educational psychology (with a focus on community counsellors) and technology education;
 - ~ a project on child-headed households, funded by the South Africa Netherlands Research Programme for Alternatives in Development (SANPAD);
 - ~ projects focusing on the following areas funded by the Gauteng Department of Education: a medium- to long-term strategy for the selection and implementation of E-Content within the Gauteng Department of Education E-Learning Framework; Science Education in the General Education and Training and Further Education and Training Bands; learning to become a teacher – novice teachers entering the profession; systems innovation for the effective management of school-based assessment in outcomes-based education in Grade 12; and a project focusing on National Senior Certificate examination script analysis;
 - ~ a project focusing on curriculum literacy for teachers – funded by the NRF.
- Apart from Prof Elbie Henning and Prof Juliet Perumal, who were newly rated in 2009 (Prof Henning received a higher rating and Prof Perumal was rated for the first time), the Faculty had three NRF C-rated researchers (established researchers).
- A new research centre was established in the Faculty: namely, the Centre for Education Rights and Transformation. The research in this centre focuses on educational change, transformation and social justice in education.
- The Faculty's internationally accredited journal, *Education as Change*, went from strength to strength in 2009. The journal is now indexed and abstracted in the Social Sciences Citation Index, the Social Scisearch and the Journal Citation Reports/Social Sciences Edition;
- The Faculty hosted a highly successful Social Sciences Research Methodology Winter School (273 participants). The programme's Chairperson was Prof Max Bergman, a visiting professor in the Faculty from the University of Basel in Switzerland.

Community engagement

The Faculty's main community engagement initiative went from strength to strength in 2009. This initiative, which is linked to partner schools and a community organisation, provides service learning opportunities to students. The purpose of this programme is to foster a sense of social responsibility, while also preparing students to become caring, accountable and critically reflective practitioners. The Faculty received an award from the Office of Community Engagement at UJ for excellence in community engagement. A team from UJ presented the Faculty's service learning model at an international service learning conference in Ireland and Dr Nadine Petersen was appointed on the Advisory Board for International Service Learning.

Two new partner schools were added in 2009: namely, Unified Combined and Coronation High. The other partners are Piet van Vuuren, Vorentoe, Metropolitan RAUCALL, Johannesburg Secondary, Sparrow Foundation, Sparrow Combined, Hope, Kingsway Centre for Concern and New Nation.

The Faculty is the guardian of Metropolitan RAUCALL School: this school once again obtained excellent matric results. The class of 2009 obtained a 100% pass rate for all complete results. The group obtained 75% university exemption and a total of 106 distinctions.

Public lectures and conversations

The Faculty hosted three public lectures/conversations in 2009:

- a conversation on school success, co-hosted by the Development Bank of Southern Africa, with the Member of the Executive Council of Education, Ms Barbara Creecy, as the main speaker;
- *Closing the gap: A leadership framework for achieving excellence and equity for all*, delivered by Deborah Jewell Sherman from the Harvard Graduate School of Education;
- *Using case studies to create powerful instruction in professional programmes*, delivered by Kay Merseth from the Harvard Graduate School of Education.

Faculty governance

- The Faculty Executive Committee (F-Exco) consisting of the Dean, Vice-Dean, Heads of Departments and Head of Faculty Administration, met twice a month during 2009. The main purpose of F-Exco is to provide leadership and management, with regard to the execution of the Faculty's vision, mission, values and strategy and to serve as an immediate consultation/sounding board for the Executive Dean, when necessary.
- Activities and tasks within departments are managed by the Heads of Department. The integrated nature of the core activities in the Faculty demands that activities and tasks should be coordinated cross-functionally within a flat structure. Consequently, Faculty committees play an important role. The following committees were functional in the Faculty: Academic Ethics Committee; Recognition of Prior Learning Committee; Community Engagement Committee; Research Committee; Initial Professional Development of Teachers Committee; Continuous Professional Development of Educators Committee; BEd Hons Committee and Higher Degrees Committee.

A handwritten signature in black ink, appearing to read 'Sarah Gravett', with a stylized, looped initial 'S'.

Sarah Gravett (Prof)

Executive Dean: Faculty of Education

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

Faculty profile and governance

The Faculty of Engineering and the Built Environment at the University of Johannesburg is located strategically within the Johannesburg city region. The Faculty plays an active role in the developmental agenda of the South African economy in particular and of Africa in general. It is situated in the province of Gauteng – the economic hub of all of Africa. In order to leverage this strategic positioning, the Faculty established the Faculty Industrial Advisory Board in 2009, comprising prominent experts in both the engineering and the built environment sectors. The main function of the Board is to advise the Faculty on industry-academia relationships, fund-raising and strategies, as well as to facilitate strategic relationships with key stakeholders.

FEBE is the first and only Engineering and Built Environment Faculty in South Africa to offer the full range of professional engineering and technology qualifications, previously offered by different institutional types and requiring different knowledge and competency outcomes. This gives the Faculty a broad range of skills and expertise, with the potential of addressing issues from both a theoretical and practical point of view.

The Faculty aims to produce a cadre of well-qualified technicians, technologists and engineers, who are technically competent, but also understand their critical role in building a society that is intellectually, socially and economically empowered.

Owing to the historical location of the different programmes, the Faculty is located on both the Doornfontein and Kingsway campuses of UJ. Since 1 January 2005, FEBE has transformed itself into a single academic entity that aims to take advantage of the differences between the two programmes and to provide complementary training. The Faculty has approximately 6 500 registered students as of the beginning of 2010. The demand for entry into FEBE's programmes continues to increase, but must be managed in accordance with the University's enrolment plan and available resources. However, departments within the Faculty are currently in a good position to select appropriate students.

The Faculty consists of 13 academic departments, comprising most of the classical disciplines of Engineering and the Built Environment, clustered into four broad fields. These four clusters are:

- Electrical and Computer Engineering;
- Civil Engineering and the Built Environment;
- Mechanical and Industrial Engineering;
- Mining, Metallurgy and Chemical Engineering.

As per Senate decision in 2009, the Faculty is organised into four schools in line with the clusters outlined above and these are:

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

It is provisionally intended that a Head of School will focus primarily on research development, strategic planning and external engagements with stakeholders, while a Head of Department will be engaged mainly with undergraduate programme quality and student support. From 2010, the Executive Dean is intended to be supported by four Heads of Schools, 11 Heads of Department, one Vice-Dean and one Faculty Administration Manager. The Faculty provides lifelong learning opportunities for the full development of individuals within engineering and the built environment. It integrates other human activity systems, such as industry, into a comprehensive system of learning and human development.

The Faculty's formal and subsidised qualifications include the National Diploma (ND); Bachelor of Technology (BTech); Bachelor of Engineering (BEng); Master's in Philosophy (MPhil); Master's in Engineering (MEng); Master's in Technology (MTech); Doctorate in Philosophy (DPhil); Doctorate in Technology (DTech); and Doctorate in Engineering (DEng) in a range of disciplines. In addition, non-formal industry-approved short courses are offered by various departments.

The Faculty is committed to its core business of teaching, learning and research. All engineering programmes are subject to accreditation visits. Programmes are accredited by the Engineering Council

of South Africa, the South African Council for Quantity Surveying Professions, the Professional and Technical Surveyors Council of South Africa, the South African Council for Project and Construction Management Professions and the South African Council for Planners.

The Faculty continues to build value-adding partnerships with its stakeholders, such as industry, non-governmental organisations (NGOs) and government and is set to be one of the leading contributors to the realisation of the University's strategic goals.

Consolidation of the Faculty

The Faculty will be consolidated at the Doornfontein campus in 2014. As a first step towards this consolidation, a new management structure where the Faculty is organised into schools has been implemented, aimed at:

- fostering multi-disciplinary research and teaching; integrating technology with science and similar disciplines to utilise the economies of scale;
- unifying the Doornfontein and Auckland Park campuses to form one united Faculty;
- aligning management structures with operational and administrative functions;
- increasing administrative, teaching and research efficiencies, as well fostering flexibility to allow for the introduction of new departments and research centres.

Academic staff

Staff vacancies have been reduced from 25 to six in 2009. The Faculty has made a number of key appointments that should stabilise and strengthen the Faculty, as well as improve research capability. There were nine staff members with doctorates that entered into the employment of the Faculty in 2009. One staff member with a doctorate left the employment of the Faculty, resulting in the net gain of 8 doctorates and thereby increasing the total number of staff with doctoral degrees in the Faculty from 26 to 34. Reducing the dependence on temporary academic staff for teaching remains a challenge and in 2009, the Faculty used 110 part-time lecturers for teaching in various courses. We must balance our reliance on part-time staff with our current resourcing constraints. In 2010, we have stopped mid-year intake for our technology programmes, which will reduce our resource requirements somewhat and we are busy reviewing our current staff teaching loads.

The Faculty has 13 Heads of Departments, with three beyond retirement age, but specifically recruited because of the dire shortage of senior academics willing to take the jobs. Of specific concern is that of all the Heads of Departments, there are no women and only one Indian, one Coloured and one African of Congolese descent. We are beginning to look more deeply at staff development and succession planning in order to address these issues.

Some of the critical issues that should be noted from 2009 include:

- Recruitment is yielding a higher number of staff members who are capable of performing research and are also relatively young in terms of their careers.
- The resignation of senior staff members has been brought under control in 2009. In 2009, only one associate professor resigned.
- Bringing the number of part-time staff down to acceptable levels has now become a major strategic initiative.
- Succession planning is now a major issue at both an academic and management level.
- Strategically using visiting professors as a way of capacitating the research agenda is a significant initiative in the Faculty.

Academic staff profile

A breakdown of the demographics of the academic staff is as follows:

In 2009 the Faculty consisted of 129 full-time and 110 part-time members. Of the full-time academic staff complement:

- 13% are female and 87% male;
- 36% are non-white (African, Indian and Coloured) and 64% are white; of the 47 non-white members of staff, 23 are foreign nationals;
- 61% of the staff members have postgraduate qualifications (26% doctoral and 35 % master's degrees).

In 2010, the Faculty seeks to increase the number of full-time academic staff members with doctorates by eight and also increase the number of non-white South Africans by doing so.

Administration

While the complexity of administration between two campuses and several different types of programmes has been addressed to a large degree, it still requires a great deal of effort to maintain. The administrative staff at the Doornfontein Campus have been consolidated into one office area, which has greatly improved the effectiveness of the operation. Most of the administrative vacancies have been filled and we continue to focus on improving the effectiveness of processes for registration and enrolment issues. We are looking at the ongoing issue of data storage for internal reports and forms on the UJ website for easy access.

Postgraduate and research overview, 2009

The Faculty consolidated all postgraduate administration on the APK Campus in 2006. Towards the end of 2007, all departments with postgraduate qualifications took part in a programme review. As a result of the review, a number of postgraduate programmes were terminated. The review provided valuable insight for a future strategy.

Enrolment for the National Diploma was 4 502 in 2009, compared to 4 518 in 2008 and 4 594 in 2007. Enrolment in the BTech programme was 1 172 in 2009, compared to 1 012 in 2008 and 889 in 2007. Enrolment in the MTech programme was 45 in 2009, 28 in 2008 and 21 in 2007. Enrolment in the DTech programme was five in 2009, three in 2008 and two in 2007. Enrolment in the BEng programme was 1 477 in 2009, 1 272 in 2008 and 1 261 in 2007. Enrolment in the MEng and MPhil programmes in 2009 was 152, 136 in 2008 and 130 in 2007. Enrolment in the DEng and DPhil programmes was 41 in 2009, 34 in 2008 and 48 in 2007.

Enrolment numbers for master's degrees (both master's degrees and MTechs) went from 151 in 2007 to 164 in 2008 and 197 in 2009, while the number of doctorates went from 50 in 2007 to 37 in 2008 and 46 in 2009. The total postgraduate enrolment for 2009 was 3,3% - up slightly from 2,89% in 2008, but still low compared to the UJ benchmark of 6%. However, this is explained by the fact that Faculty enrolment is dominated by diploma students. Traditionally, diploma students have a low postgraduate enrolment.

With regard to National Diplomas, the number of graduates in 2009 was 685, compared to 803 in 2008 and 632 in 2007. The number of BTech graduates was 389 in 2009, compared to 400 in 2008 and 309 in 2007. The number of MTech graduates was three in 2009, compared to six in 2008 and zero in 2007. The number of graduates for BEng was 146 in 2009, compared to 127 in 2008 and 115 in 2007. The number of master's graduates was 31 in 2008, compared to 18 in 2009, while doctoral graduates increased to seven from four in 2008.

In 2009, the Faculty produced 14 units in accredited journals – an increase from 11 units in 2008. The Faculty produced 39 accredited conference units in 2009 compared to 26 accredited conference units in 2008.

The following research groups are currently active in the Faculty:

- Business Operational and Stream Processing Research Group;
- Centre for Optical Communications and Sensors;
- Engineering and Technology Management Research Group;
- Industrial Electronic Technology Research Group;
- Minerals Processing and Technology Research Group;
- Small-Scale Mining Research Group;
- Telecommunications Research Group;
- Unmanned Aerial Vehicle Research Group;
- Water Research Group;
- Centre for Intelligent Systems Modelling.

Accreditation

In 2009, three programmes underwent accreditation and these programmes were conditionally accredited. Of special note is that two issues were identified in these accreditation visits and these

are: the staffing levels in departments, as well as the laboratory equipment. Following these visits, an amount of R70 million was secured from the University of Johannesburg and Department of Higher Education and Training to upgrade the laboratory equipment.

Undergraduate performance

The ratio of new students applying for all programmes in 2009 increased by 24% compared to the previous year. The number of enrolled students for 2008 was 7 003, while it was 7 389 in 2009. The number of graduates in 2008 was 1 365 and 1 245 in 2009. The graduation rate for 2008 was 19,5% and 16,8% in 2009. The drop in the graduation rates is attributed to the fact that 2009 saw the first intake of students who wrote the new Matric examinations. In order to deal with this drop in the graduation rate in 2010, we have reduced the number of vacancies, decreased our intake to make classes manageable and therefore increased contact time.

Community engagement

TechnoLab is targeted at school learners and teachers and presents a range of events and programmes during the year to promote interest in and understanding of engineering. This was active during 2009. Members of staff in the Faculty served on the editorial boards of the following journals:

- *Quarterly of the Master Brewers' Association of the Americas;*
- *International Journal of Systems Science;*
- *Journal of Computers;*
- *South African Journal of Science;*
- *International Journal on Advances in Information Sciences and Service Sciences;*
- *ICIC Express Letters: An International Journal of Research and Surveys;*
- *Open Aerospace Engineering Journal;*
- *International Journal of Engineering Research in Africa.*

Notable achievements

- The Head of Department of Mine Surveying, Mr Grobler, is the Chairperson of the Education Committee of the Institute of Mine Surveyors of South Africa and participates in Council proceedings.
- The Dean, Professor Marwala, was elected Senior Member of the Association of Computing Machinery and Fellow of the African Scientific Institute.
- Vice-Dean, Ms Hannelie Nel, served as President of the Southern African Institute for Industrial Engineering.
- Dr D.W. Thwala was elected Deputy President of the South African Council for Project and Construction Management Professions.
- Dr D.W. Thwala organised the sixth Postgraduate Conference on Construction Industry Development.
- Manufacturing, Engineering and Related Services SETA awarded UJ R5 million per annum to deal with work-integrated learning.
- The Chemical Industries and Education Training Authority awarded the Faculty R1,584 million for work-integrated learning.
- The Dean, Professor Marwala, was awarded the TWAS-AAS-Microsoft Award.

Strategic initiatives

Some of the major strategic initiatives in the Faculty are outlined below:

Initiative in Brewing Engineering

FEBE aims to establish itself as one of the leading universities in offering educational services to the global brewing and beverage industries. Its twofold strategy to achieve this involves the consolidation of its current beverage and brewing activities, while diversifying into the area of brewery and beverage engineering: an area which is traditionally under-represented in the industry. This initiative received an offer of a free donation from Optek (based in Germany) of new laboratory equipment valued at approximately R100 000. This equipment will directly support our current UJ/Council for Scientific and Industrial Research (CSIR) bursar and two BTech research students.

Engineering Education – related tasks

As part of the Teaching and Learning Strategy of the University, an "Engineering Education Initiative"

was established in FEBE in January 2009 (also referred to as “Generic Competencies”, understood to mean “reading/writing/critical thinking and maths/problem-solving”). This initiative has enabled specialist education work to be pursued within the Faculty, in order to meet the specific requirements of Engineering students, which is complementary to the more general work of the centralised ADS. The FEBE initiative has concentrated on doing specialised work that cannot easily be carried out by academics in individual departments over and above their normal teaching load. It has concentrated on establishing what needs to be done, piloting some supplementary interventions that will work, as well as costing them. These can then be used to develop a workable plan for which funds can then be sourced for extending the interventions across FEBE.

Metal Casting Technology Station

The station is a joint initiative between the University, the Department of Science and Technology, Tshumisano Trust and the German Technical Corporation of the German government. Its purpose is to stimulate innovation on metal and abrasion-resistant castings, foundry sands and the production of ultra-hard alloys. Furthermore, the purpose is to promote the transfer of knowledge between teaching, research and marketing personnel in metal casting and to support emerging high technology companies via governmental small-business incentives. This station hosted international guest speakers who worked with industry partners to increase knowledge about metal casting.

Intelligent System Modelling

An over-arching research group, incorporating all schools, was established to develop innovation in the area of Intelligent Technologies, applied to all disciplines of Engineering. This is a joint project with the CSIR. A number of potential projects were discussed. Doctoral, master’s and fourth-year projects in the field of Intelligent Technologies were established.

Faculty Finances

The tuition income was R65 648 375 in 2009 while it was R58 696 395 in 2008. The actual amount spent on salaries in 2009 represents an under-expenditure of R3 470 104 (4% under budget), compared to an under-expenditure of R2 543 126 (4% under budget) in 2008. The overall expenditure in 2009 was R95 443 892 (3% under budget), while it was R80 771 678 (3% over the budget) in 2008.



Tshilidzi Marwala (Prof)

Executive Dean: Faculty of Engineering and the Built Environment

FACULTY OF HEALTH SCIENCES

Introductory comments

The disciplines offered by the Faculty of Health Sciences are also offered by other institutions of higher learning. However, UJ is the only university in South Africa where the allied health disciplines, nursing courses, complementary health, sport and movement studies are offered from the same faculty.

The Faculty's vision for teaching, learning and assessment ensures its diplomates and graduates, who are health care providers, understand the domain and history of their work environment, with sensitivity and compassion for the communities they serve.

The Faculty focused on the following strategic aspects during 2009:

- implementing mechanisms to improve research capacitation and output;
- improving teaching, learning and assessment, with a focus on improving success and graduation ratios;
- increasing the profile related to our community engagement activities;
- implementing mechanisms to ensure a better client-oriented experience, especially in the domain of Faculty Administration;
- participating and implementing mechanisms related to branding and marketing;
- enhancing quality promotion and good governance.

97 full-time academics (variations through the year due to resignations), supported by 40 academic support staff, including clinic support staff, provided a service to 3 673 students across three campuses (APB, DFC and APK).

Student profile and academic programmes

There was an increase of 168 students [4,6%] in the total enrolment figures [3 505 in 2008]. The registration for master's qualifications increased marginally from 200 to 205, while doctoral candidates had an increase from 40 to 46.

Of the total enrolment, female students comprised 73,1%, which is consistent with the percentage in 2008. The total designated (excluding white females) undergraduate enrolments increased to 67% from 62% in 2008. Of these enrolments, African students increased from 1 103 in 2008 to 1 268 in 2009 [13%]. First-time entering undergraduates increased from 566 in 2008 to 635 in 2009 [11%].

Total undergraduate success rates were better than the University's target of 78%. There has been a slight overall increase from 84,1% to 85,3% in 2009. The total "technikon type" decreased from 86% in 2008 to 83,6% in 2009, while the "university type" success rates increased to 87,4% from 81,7% achieved in 2008. This is higher than the 79,3% achieved in 2007. Strategies to address areas where success rates and throughput are not meeting set targets are implemented and monitored through our at-risk modules and at-risk student interventions.

The decrease in success rates in African students from 85,6% in 2008 to 82,4% in 2009 and the decrease in white students' success rates from 88,1% to 86,6% requires attention through the interventions identified above.

During 2009, a total of 895 qualifications were awarded, including 33 master's and nine doctoral qualifications [43 and three respectively in 2008].

Staff profile

The Faculty continually strives to meet equity targets where possible. Of the academic support staff, 64,1% [63,4% in 2008] are from designated groups.

The total full-time designated academic staff complement increased from 35,3% to 36,3% [29,9% in 2006 and 34% in 2007] and is made up as follows:

- African: 13,2% female and 4,4% male;
- Coloured: 5,5% female and 3,3% male;
- Indian: 7,7% female and 2,2% male.

Research

In terms of research output, there has been an increase in the number of accredited publications. The Faculty had accredited publications in the reporting year with a unit value of 44,2 compared to 35,4 in 2008 (final audited figures still outstanding). This reflects an increase of 19,9%, but is just short of the Faculty's target of 48 units. This figure excludes conference proceedings, chapters in books and unit values of doctoral candidates, which are subject to the audit process.

Faculty members contributed to a numbers of international and national conferences – many as invited and plenary speakers. External funding for research activities was obtained from the European Union (EU), NRF, Medical Research Council, CSIR, Water Research Commission and the World Health Organisation.

The Emergency Medical Care and Radiography departments, which had their first accredited publication accepted in 2007, continued to have publications accepted in 2008 and 2009.

The research units within the Faculty that continue to achieve notably are the following:

Food and Health Research

- Research collaboration with Kaposvar and Eotvos Lorand universities in Budapest is supported by an NRF grant.
- Work has commenced on the four-way collaboration between the Food, Environment and Health Research Group, the Occupational Health Institute, Zargeb and the universities of Trakia and Kaposvar.

Water and Health Research

- The Water Research Commission awarded a project to this unit and the National Institute of Occupational Health to study the effectiveness of home-based water filtration services.
- The Vibrio PCR was implemented at Rand Water and ERWAT for the testing of water samples for the presence of *Vibrio cholera*.

Laser Research

- The Laser Research Centre has been involved in the development and implementation of MoUs and MoAs with Biophotonics at the National Laser Centre, the CSIR, Biochemtech and the National Taiwan University of Science and Technology.

The Staff Qualifications Project, which has been actively driven, has resulted in 20 staff members registering for master's degrees and, in addition, 10 staff members registering for doctoral degrees.

In 2009, 69% of staff members had a master's degree, compared to 66% in 2008. Of these 25,3% (23) have a doctoral degree, compared to 23,8% (20) in 2008. The Faculty's target to have 90% of staff members with a master's qualification (as a minimum), by the end of 2011, remains a strategic goal.

Quality and faculty governance

Quality promotion and good governance remains a key priority within the Faculty. The initiatives and developments in 2009 included, but are not limited to the following:

- a South African Qualifications Authority clean-up of qualifications offered was undertaken;
- departmental improvement plans are presented annually;
- monitoring of at-risk modules and at-risk students in line with throughput and success rate expectations;
- review of all first year learning guides in 2009, followed by second year guides in 2010;
- developing a faculty quality promotion plan;
- developed guidelines for newly appointed lecturers and part-time employees;
- the internal audit report of procedures and record-keeping of short learning programmes was positive;
- verification audit of assessments not returned to students done at each year end.

Community engagement

Sustainable community engagement activities remain an integral part of the Faculty's vision. Services include free and subsidised screening for indigent and community members at different clinics, while research and developmental work done with the City of Johannesburg and Medical Research Council was done under the auspices of the World Health Collaborating Centre for Urban Health. A total of 20 840 patients were seen by students in all clinics (including satellite clinics), as part of their clinical training. This is a 14,34% increase, compared to 2008.

Marketing

Marketing campaigns were successful in showcasing the Faculty at:

- the Annual Awards Ceremony that honours the top achievers in all programmes within the Faculty;
- numerous sporting events, such as the 94.7 Cycle Challenge, SA Masters' Squash Championship and the Pick 'n Pay Marathon at which 540 patients were attended to by Faculty staff and students;
- the two public lectures: *Disaster Management* by Daniel Mack and *Managing the Carbon Footprint of Sport* by Dr Jenitha Badul.

In addition, the Faculty hosted a number of international and national visitors. An exchange programme of Podiatry students from Saxton University proved successful and forged international links.

The following achievements and other activities warrant special mention and have not been alluded to earlier:

- Ms M. Richter is President Elect of the South African Chapter of the American Academy of Optometry.
- Prof A. Rubin is Editor of the *South African Optometrist* – an accredited journal.
- Prof J. Ferreira has been tasked to establish a National Coaching Institute on behalf of the South African Sports Confederation and Olympic Committee.
- Prof W. Harris received the "Eeufoes Medalje" from the SA Akademie vir Wetenskap en Kuns.
- Mr C. Lambert was appointed as the National Convenor for mid-level worker accreditation during 2009 and is a member of the National Principle Forum reporting to National Health on emergency care training.
- Ms F. Cassim was nominated as a governor of the International Academy of Podiatric Medical Educators – part of the International Federation of Podiatrists.
- Mr C. Stein was invited as a peer reviewer for Open Access Emergency Medicine;
- Ms S. Seyama has acted as a Somatology Programme Evaluator for the Council of Higher Education.
- Ms J. Motto was re-elected to the Council for the Pan African Congress of Radiology and Imaging and was appointed by the Minister of Health as a panel member responsible for the appointment of members to the 12 Professional Boards of the Health Professions Council of South Africa.
- Dr C. Yelverton was re-elected as Chairman of the Professional Board for Chiropractic and Osteology.
- Prof A. Swart was appointed by the Minister of Health as a panel member responsible for the appointment of members to the Professional Board of Environmental Practitioners.
- Mrs T. Haman was appointed to the Executive Committee (Portfolio: Academic), together with Dr Keraka from Kenyatta University, and was also nominated as the Educator Officer for the International Federation of Environmental Health Africa region.
- An MoU was signed between the Department of Sport and Movement Studies and Sportslabs of Scotland for the delivery of equipment and services related to the testing of artificial football pitches, as part of the 2010 legacy project.
- Mrs E. Swanepoel received a SANPAD grant of R50 000 for her doctoral studies.
- Prof H. Abrahamse won the NRF/National Laser Centre Rental Pool Programme Grant Holders Award for the Best Performer of 2008, at the 2009 review.
- Prof M. Poggenpoel was awarded the Gold Medal for Research Contribution by the Education Association of South Africa.

Some areas requiring attention include the following:

- the physical facilities at DFC, although some work has commenced;
- finalisation of the campus consolidation plans;
- administrative support in the Dean's Office and Faculty Administration;
- professional boards and associated powers: introduction of new courses and the implication thereof;
- Occupational Health and Safety (OHS) and laboratory safety, including equipment;
- staff retention and recruitment: the impact of occupation-specific dispensation and scarce skills.



André Swart (Prof)

Executive Dean: Faculty of Health Sciences

FACULTY OF HUMANITIES

Key appointments

In terms of key appointments and adding to the intellectual profile of the Faculty, 2009 was a good year. At a professorial level, the following appointments were made:

- Prof Lawrence Hamilton (Politics, P-rated);
- Prof Thaddeus Metz (Philosophy, A-rated);
- Prof Farid Esack (Study of Islam);
- Prof Nathalie Hyde-Clark (Communication and Media Studies).

At the level of lecturer, the following appointments were made:

- Ms Yiva Gumede (Journalism);
- Ms Catherine Botha (Philosophy);
- Mr Werner Human (Psychology);
- Mr Sikhumbuzo Mngadi (English).

This cohort adds considerably to the Faculty profile. The academic cohort will receive further exciting additions in 2010, with strong emphasis on recruitment from the designated categories.

Teaching and Learning

The Teaching and Learning Committee (TLC) of the Faculty of Humanities led a number of important initiatives in 2009, among them:

- A core of infrastructure and portfolios that determine the domain of the TLC more precisely was put in place in early 2009.
- The Faculty Implementation Strategy for the UJ Assessment Policy was revised and subsequently approved by the Faculty Board.
- The following Faculty documents were drawn up: The FYE Implementation Strategy, 2010 and the Tutor System Implementation Strategy, 2010.
- A programme for the identification of at-risk students and subsequent support and interventions were designed and implemented.
- The faculty tutor system was strengthened. There was, however, also a setback when the faculty tutor budget was severely cut. Departments took up the challenge and courageously made do with what they were given. Two surveys on departmental tutor practices were conducted, one by the TLC (during April) and one by Prof de Kadt (during May to June). The results of both surveys were encouraging and made it clear that we had come a long way from old practices. In 65% of departments, compulsory tutorials were offered, while in many cases tutorials were also offered as part of interventions for at-risk students;
- In the second semester of 2009, attention shifted to the identification of the risk modules in the Faculty and additional measures, allowing students even more opportunities to improve their grades, were put in place.

Undergraduate modular enrolment per programme, 2008/2009

In order to understand the 2009 success rate in the Faculty of Humanities, it is necessary to give an overview of the number of modular enrolments in the various Humanities' programmes.

Table 37: Selected undergraduate modular enrolments

	Qualification	2008	2009
1.	Audiovisual Communication	878	1312
2.	Corporate Communication	5 247	5 306
3.	Development Studies	741	936
4.	Geography	525	410
5.	Humanities	2 080	2 589
6.	International Studies	87	151
7.	Journalism	2 992	3 236
8.	Language Practitioners	240	231

9.	Languages	134	117
10.	Marketing Communication	1 857	2 473
11.	Politics	610	300
12.	Politics	754	767
13.	Politics Philosophy And Economics	57	242
14.	Psychology	6 820	7 149
15.	Public Management And Governance	728	2 094
16.	Social And Marketing Research	170	238
17.	Social Work	2 198	3 023
18.	Tourism Development	565	571
Total Humanities' undergraduate modular enrolments		26 683	31 145

Against this backdrop, the Faculty of Humanities achieved an average success rate of 76% in 2009. Of the 21 departments, 16 averaged a success rate of higher than 70%, four lower than 70% and two higher than 90% (see table below).

Table 38: Undergraduate subject success rate in 2009

2009		Enrolments	Passed	Success rate (%)
1.	African Languages	570	483	85
2.	Afrikaans	692	547	79
3.	Anthropology and Development Science	3 937	2 832	72
4.	Applied Communication Skills	6 861	4 808	70
5.	Biblical and Religious Studies	51	44	86
6.	Business Information Technology	370	184	50
7.	Communication	10 967	8 397	77
8.	English	4 550	2 942	65
9.	French	237	169	71
10.	German	38	29	76
11.	Greek and Latin Studies	83	66	80
12.	Historical Studies	1458	981	67
13.	Linguistics and Literary Theory	633	474	75
14.	Philosophy	1596	1 100	69
15.	Politics	1 654	1078	65
16.	Psychology	8 222	7 332	89
17.	Public Governance	1 592	1371	86
18.	Semitic Languages	49	45	92
19.	Social Work	2 255	1 961	87
20.	Sociology	3 544	2 447	69
21.	Theology	33	31	94
Total for Humanities		49 392	37 321	76

This success rate puts the so-called risk modules in the Faculty into perspective, with a relatively small number of undergraduate modules (20 out of 387) that achieved a throughput rate of lower than 60% in 2009. However, to improve the throughput in these and other modules, a number of concrete measures were put in place for 2010, including:

- Faculty workshops for lecturers and tutors of first-year students;
- strategic planning sessions with HODs of Applied Communication Skills, Audiovisual Communication, English, Politics and Sociology, as well as the coordinator of the ND Public Relations, regarding the improvement of throughput;
- appointment of additional tutors in a number of departments;
- the use of Twitter to inform first-year students of the availability of different kinds of support initiatives for their benefit;
- special training of tutors to assist in library orientation, as part of the extended orientation initiative;

- setting up and reporting on regular meetings with tutor representatives on FYE matters, on all first-year students in the BA Humanities Extended Degree programme and on all at-risk senior students in the extended BA programmes;
- requesting mark sheets of assessments in all first-year modules, with a view to the early identification of at-risk students and modules;
- an initiative to utilise ImageNow in a workflow cycle in the departmental reporting of marks;
- a special Politics and ADS initiative in tracking at-risk students from profiling, through participation to performance;
- the use of bulk electronic messaging to encourage students to sign up for tutorials and to encourage non-active and poorly performing students to contact the relevant departments;
- the sensitising of HODs, regarding the possible fall-out that may result from the late registration of first-year students in the Faculty and requesting measures to counteract such a fall-out.

Table 39: 2009 Undergraduate subjects with success rate under 60% and registration count of 15 and above per semester

Semester	Subject name	Subject code	Reg.	Passed % (reg.)	Passed % (admit)
1	Communication 1A	ATK11A1	475	48	49
1	Communication: Business Admin: English 1	BAC11A1	221	54	54
1	Business And Administrative Communication 1	BBA113F	204	34	49
2	Basic Business Calculations (Humanities) Ext	BBCEXT	44	39	50
2	Communication 1B: Mass Communication	CMS1B21	1275	53	80
2	English 1D	ENG0D21	1070	56	79
2	English 2B	ENG2B21	205	52	70
2	Fundamental Research Practice (Hum) Ext	FFRPEXT	39	56	76
2	Hospitality Communication 1	HCOM10	126	53	68
2	Context Studies A	HIS0A11	34	50	50
2	Context Studies B	HIS0B21	172	54	68
2	Historical Studies 2B	HIS2B21	92	54	94
1	Introduction To Communication and Practice 1A	ICP1A11	118	57	76
2	Experiential Training 3 (Pub. Rel. Prac.)	IN282C	99	48	57
1	Audiovisual Communication 1a	OVK1A11	128	58	77
1	English 1A	PME11A1	322	49	49
1	Politics 1A	PTS1A11	548	53	79
1	English (Module A)	RMM11A2	210	50	50
2	Sociology 1B	SOS1B21	1168	58	81
2	Writing For Public Relations 1B	WPR1B21	165	47	47

Table 40: Research

Year	SA	International	Total
2007	76,5	19,25	95,75
2008	66,32	45,83	110,15
2009	67,5	50,47	117,97

Research output in terms of accredited articles (117,97) is slightly higher in 2009 compared to 2008 (110,15), while the number of articles in international journals is still on the increase (43%). The target for 2010 is that half of accredited articles should be in international journals, with 65% of all articles in international journals by 2012.

In terms of total output, the submissions to the DoE are reflected in table 41.

Table 41: Research output

Year	Articles	Books	Chapters	Proceedings	Total units
2008	109,50	9,97	5,16	0	124,63
2009	117,47	16,46	4,46	0	198,39

Books and chapters in books remain a strong and important research product in the Humanities and the total of six monographs (varying from three to five units) is pleasing.

We have almost reached our target of 150 units for 2009 (148,42 units) and are aiming for a total of 170 units in 2010. Our postdoctoral fellowship programme is critical in achieving this goal. Postdoctoral fellows are expected to produce at least two research units per year; they produced on average one unit each during 2009 (the first year of the programme) and submitted twice as many publications for review in total. We expect the group to reach the target of two units each during 2010. The Faculty aims to increase the number of postdoctoral fellows to 17 in 2010 and to 20 in 2011.

The Faculty intends to create a steady, ongoing increase in rated researchers. The increase, from 2007 to 2008, was 33% and included our first A-rated and P-rated researchers. Two researchers received a rating during 2009, which brings the Faculty total to 18. 15 staff members are in the planning stage of their submissions for rating.

Table 42: Planning schedule for NRF rating

2007		2008		2009
Rating	Name	Rating	Name	Name
B1	Prof D.J. Geldenhuys	A	Prof T. Metz	Prof T. Metz
B1	Prof B.C.E. Hendrickx	P	Prof L. Hamilton	Prof L. Hamilton
B3	Prof P. Alexander	B-1	Prof D.J. Geldenhuys	Prof D.J. Geldenhuys
C2	Dr P.P. Fourie	B-1	Prof B.C.E. Hendrickx	Prof B.C.E. Hendrickx
C2	Prof C.H. MacKenzie	B-3	Dr D. Scott-Macnab	Dr D. Scott-Macnab
C2	Prof J.M. Uys	B-3	Prof P. Alexander	Prof P. Alexander
C2	Dr D. Scott-Macnab	C-1	Prof E. Ruttkamp	Prof E. Ruttkamp
C3	Dr T. Hendrickx	C-2	Prof C.H. Mackenzie	Prof C.H. Mackenzie
Y1	Dr N. Erlank	C-2	Prof J.M. Uys	Prof J.M. Uys
Y2	Prof R. Smit	C-2	Dr L. du Toit	Dr L. du Toit
L	Prof K.I. Scherzinger	C-2	Prof K.I. Scherzinger	Prof K.I. Scherzinger
L	Dr S.M. Beukes	C-2	Prof F. Cloete	Prof F. Cloete
Total	12	C-3	Dr T. Hendrickx	Dr T. Hendrickx
		Y-1	Prof N. Erlank	Prof N. Erlank
		Y-2	Prof R. Smit	Prof R. Smit
		L	Prof S.M. Beukes	Prof S.M. Beukes
		C-2		Prof M.S. Buhlungu
		C-2		Prof J. Conradie
		Total	16	18

During 2009, an experiment was launched to increase research productivity, allowing academic staff "time-out" from teaching and academic administration for periods ranging from four to 12 weeks, in order to complete specific research projects. The project has proved to be a success and its further roll-out in 2010 will involve secondments to one of the research centres in the Research Village for staff wishing to complete research projects, thereby providing uninterrupted quiet and focus.

Quality assurance

Overall quality assurance, monitoring and promotion in the Faculty of Humanities rests with the Deanery (Executive Dean, Vice-Dean: Academic and Vice-Dean: Research) and are addressed through a system of quarterly individual meetings with HODs, as well as through regular meetings of the Heads' Committee, Humanities Academic Quality and Curriculum Committee (HAQCC), Humanities Teaching and Learning Committee, Humanities Higher Degrees Committees (Languages and

Humanities), Humanities Examination Committee and the Faculty Board. Specific quality management responsibilities are as follows:

- Both Vice-Deans take responsibility for the teaching and professional development of staff in the Faculty.
- Support for learners (underprepared and other) and learning efficiency (e.g. throughput and enrolment) resides with the office of the Vice-Dean: Academic, in consultation with the Humanities Teaching and Learning Committee, Heads Committee and ADS.
- Quality assurance of student learning assessment (including moderation) – also on a postgraduate level – rests with the Vice-Dean: Academic, senior faculty members assigned by the Executive Dean, the Examination Committee, as well as the envisaged Humanities' Appeals Committee.
- Quality assurance mechanisms for academic programmes (including short learning programmes) are as follows:
 - ~ The HAQCC, in consultation with the programme chairpersons and the Programme Workgroup, oversees programme planning (curriculum development) and programme amendments. Programme approval mechanisms/processes include HAQCC, the Heads' Committee and the Faculty Board.
 - ~ Feedback mechanisms on student, alumni and market/industry experience of the relevance/impact of programmes still need to be formalised.
- The Humanities Higher Degree Committees and the Humanities Examination Committee oversee the quality assurance of research and postgraduate supervision. It is proposed that this function, in future, be managed and co-ordinated by the Vice-Dean: Research.
- The formalisation of the quality assurance of community engagement (including the impact it might have had) needs to be attended to.

All of these procedures and processes have been in place in 2009.

Faculty seminars

The Faculty launched its Public Seminar Series in 2007. The intention of these lectures/seminars is to create a premier forum for academic discussion and debate. The Faculty hosted 16 Public seminars in 2009, with topics covering various disciplines. Speakers in 2009 included Dr Blade Nzimande, Prof Norman Finkelstein, Prof Stephen Chan, Prof John Higgins, Prof Peter Vale and Prof Harbans Mukhia.

The Faculty also hosted the annual Helen Joseph Memorial Lecture; this year's keynote speaker was Dr Kumi Naidoo, Honorary President of CIVICUS (World Alliance for Citizen Participation); his topic being *Rethinking civil society, democracy and development: a global perspective*.

The Department of Sociology, with the Department of Anthropology and Development Studies, also hosts a seminar series. The seminar series referred to as "The Wednesday Seminar" hosted 30 prominent South African and international speakers in 2009.

Community engagement

Community engagement is an integrated part of most departments within Humanities. Staff in the Faculty were involved in 36 community-engagement projects. These projects included: service learning, community-based research and organised outreach. Other projects included: youth development programmes; pro bono family therapy; social work first-year internship programmes; and involvement with organisations such as Ceptsas and Worldvision.

Academic structure

During 2009, the Humanities academic structure was finalised. First, a Vice-Dean: Academic position was created, thus complementing the existing Vice-Dean: Research position. Second, the School of Communication was populated by means of the creation of three academic departments: namely, Strategic Communication, Communication and Media Studies and Journalism and Audio-Visual Communication. The academic structure, comprising 19 departments and two schools, is now likely to remain stable as it is functioning optimally. The "mixed model (schools and departments) suits the Faculty, although some clarity is being pursued concerning Heads of School in relation to line management.

Faculty committee structure

The Humanities Committee structure has finally been completed, after various additions and experiments during 2008 to 2009 and creates a high degree of participation and collegial decision-making within the Faculty.

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

Rory Ryan (Prof)

Executive Dean: Faculty of Humanities

FACULTY OF LAW

The Faculty of Law at the University of Johannesburg is a relatively small faculty whose Faculty members have traditionally had a huge per capita output. It was not possible in 2009 to fill all the vacancies left by the resignation of five and retirement of three academic members of staff the previous year, which were extraordinary events for a Faculty with a historically low staff turnover. This resulted in the Faculty operating at a vacancy rate of approximately 25% during the year.

In 2009, the Faculty had 11 permanent professors, two associate professors, seven senior lecturers and ten lecturers spread over five departments. Two more professors and five more lecturers were appointed on a contract basis, resulting in the employment of 37 full-time lecturers (42 in 2008). All professors and associate professors had doctorates; four professors have NRF ratings; all the senior lecturers held master's degrees; and all but four lecturers had master's degrees. 32 non-academic members of staff rendered support services in the five academic departments, the Law Clinic, the Faculty's extra-curricular division and the Centre of International Comparative Labour and Social Security Law (CICLASS). Of the total staff complement, 61% were white, 22% were African, 7% were Indian, 5% Coloured were and 5% were foreign. The Faculty uses temporary staff members in its undergraduate programmes, by exception and used four temporary staff members in the traditional law courses and four in the service modules. A formal staff development programme focused on empowering permanent academic members of staff to develop mainly their research skills.

1 574 students were registered in 2009 for the Faculty's undergraduate and postgraduate programmes, of whom 44% were white and 56% black. 62% of the students in the master's studies were black. For several years now, the majority of students in the Faculty have been female and the percentage of female students in 2009 was 62%.

2009 saw the first intake of students who followed the new school curriculum leading to the National Senior Certificate. The Faculty's experience was that these students were not adequately prepared for studies at a tertiary institution. Compared to 2008, there was a drop of 7,4% in the success rate in the modules presented by the Faculty to students registered on a first-year level. The largest drop (of more than 10%) was in respect of the Commercial Law service modules presented to first-year students registered for degrees in the faculties of Economic and Financial Sciences and Management. There was, however, an improvement in the success rates in the first-year modules in the second semester, as a result of innovative interventions by the lecturers. Without a First Year Committee, spearheaded by the lecturers of the first-year LLB modules, the success rates in those modules would undoubtedly have been much lower. Although the overall success rate in the non-first-year modules of 81% was 1% higher than in 2008, the significant decline in the success rate of the first-year modules led to the overall success rate in respect of all undergraduate modules in the Faculty dropping to 73,9% (76,6% in 2008).

285 undergraduate degrees were conferred in 2009. 9,4% of registered students were postgraduate students. One doctoral degree was conferred in 2009, while 17 students were registered for such a degree. 131 students were registered for master's studies and 20 master's degrees were conferred. The introduction of an LLM (Commercial Law) and the reintroduction of the LLM (Corporate Law) and LLM (Human Rights) over the period of 2010 to 2012 are calculated to increase the number of postgraduate students.

More than half of the lectures presented by the Faculty on an undergraduate level were not presented to the 1 574 students referred to above, but to students in other faculties for which the Faculty presents service modules up to third-year (exit) level. In 2009, the Faculty presented 36 such modules and the total number of students registered for them was 12 711. Approximately half of the Faculty's academic staff present lectures exclusively in these modules.

In 2009, the Faculty presented 18 non-subsidised programmes, ranging from short courses to certificates and prestigious diplomas. These programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering, banking law, social security, environmental law and the drafting of statutes. A report published in April 2009 in Paris by the Financial Action Task Force (an intergovernmental organisation connected to the G20 and based at the Organisation for Economic Co-operation and Development) referred by name to several

of these programmes presented by the Faculty and emphasised the role they play in the quality of the country's regulators, law enforcers and legislation. Several of the programmes are presented in two-year cycles and are comprised of more than one module. In 2009, the enrolment for the modules in these programmes was in excess of 3 500. 1 118 students completed the programmes that they registered for in 2009. The programmes drew students from several African countries, mostly from the SADC region, but also from countries as far afield as the Sudan, Democratic Republic of the Congo and Tanzania. The programmes generated an income of almost R15 million, which resulted in a net surplus to the Faculty of R1,75 million. However, more than R1 million thereof is needed to fund the Faculty's Law Clinic.

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. The Faculty and its members are rendering assistance to the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. Several of the Faculty's lecturers are involved in co-ordinating and presenting LEAD programmes.

The Faculty has active exchange agreements with six foreign universities: namely, the Free University in Amsterdam (the Netherlands), Saarland University in Saarbrücken (Germany), University of Antwerp (Belgium), University of Augsburg (Germany), Yeditepe University (Istanbul, Turkey) and Reykjavik University (Iceland). Apart from this, the Faculty and its members have other strong international relations as evidenced, amongst other things, by the number of foreign visitors hosted annually by the Faculty. In addition, the Faculty is an Information Centre on the Hague Conference on Private International Law in terms of a formal agreement.

The number of subsidy-generating publication units in respect of articles was 40 in 2009, an increase of 10% compared to 2008. Faculty members were involved in updating three standard law textbooks and had a hand in 15 chapters in books. Members of the Faculty have been responsible for several other publications. These include three articles in non-accredited journals, book reviews and the updating of loose-leaf publications. Faculty members presented more than 40 papers at conferences, symposia, workshops and the like – 13 of them on the international stage.

At the beginning of 2009, the Faculty had four research centres. The resignation of its Director brought about the end of the activities of the Centre for Sports Law. Two new Co-Directors were appointed for CIGLASS. The other three active centres are the Institute for Private International Law in Africa, the Centre for Banking Law and the Centre for the Study of International Law in Africa. These research centres produced publications and arranged seminars and some of them were involved with the training of students by way of non-subsidised programmes. Of particular note were three international events arranged by these centres in 2009. Local and foreign experts presented papers at the **Annual Banking Law Update** held on 23 April 2009. The Centre for Banking Law arranged this event, which has been presented uninterruptedly for more than two decades. The Institute for Private International Law in Africa held an international conference on comparative private international law from 8 to 11 September 2009. 20 papers were delivered by some of the foremost scholars in this field from Africa (eight), Europe (nine) and the Far East (three). **The Southern Africa Trust Workshop on Access to Social Security by Non-Citizens**, arranged by CIGLASS, took place on 10 November 2009 and included participants from the Southern African Trust, the Ford Foundation and academics and officials from Lesotho, Mauritius, Swaziland and Tanzania.

The Dean's Committee of the Faculty of Law is the management committee of the Faculty. It operates within UJ policies. The Committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, recognition of prior learning, faculty administration, academic matters, community service and transformation. This system has worked well in the past because the Dean, Vice-Dean, Head of Faculty Administration and all the Heads of Departments are members of the Dean's Committee.

The Faculty's finances are sound. Reserve funds, which have been mainly built up from third-stream income over the years, are utilised for causes including research support, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty and the continuous improvement of the Law Library.

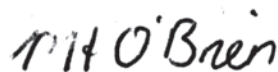
The risks posed to the Faculty all stem mainly from the fact that fewer than 20 permanent academic members of staff are actively involved with the core functions of the Faculty, apart from teaching and learning. This means that losing one such member has a huge impact on functions like research,

community engagement and the generation of third-stream income. The retention of such members of staff is thus a priority.

Students received practical training at three law clinics, namely at the Doornfontein Campus, the Kingsway Campus and the Central Divorce Court in Johannesburg. During 2009, students and staff held 2 278 consultations at these clinics. The clinics rendered valuable community service and students received practical training at the same time. The Law Clinic extended the range of its activities in 2009: its involvement with a precedent-setting ruling pertaining to the rights of unwed fathers in terms of the Children's Act led to widespread media coverage.

Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises and cultural and religious organisations. Special mention can be made of the training presented to persons involved elsewhere in Africa in the drafting of legislation, where training courses were offered in, amongst others, Nairobi. Members of the Faculty also contributed to 10 lectures that were videotaped during 2009, as part of the Open University Project to be broadcast by SABC 2 during 2010. Amongst other things, the serving President of the South African branch of the International Law Association; Africa's sole representative on the panel of global experts drafting the Hague Principles of Choice of Law in International Contracts; the immediate past convenor of the NRF's expert rating committee for law; the last two honorary members elected by the Association of Insolvency Law Practitioners of Southern Africa; and the most recent appointee to the bench of the Supreme Court of Appeal are all members of the Faculty of Law.

The Journal of South African Law (better known by its Afrikaans acronym *TSAR – Tydskrif vir die Suid-Afrikaanse Reg*) has been published since 1976 under the auspices of the Faculty. It is an accredited journal that has recently been included on an internationally acknowledged leading list of accredited journals (in the Social Sciences Citation Index under the auspices of Thomson-Reuters in the US). The journal appears four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 820 pages in 2009. Although it provides the opportunity for members of the Faculty to publish, provided that the proposed contribution meets the stringent double-blind peer-vetting requirements, 49% of the contributions have their origin from outside the Faculty and 45% of those are from foreign contributors. This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast of more foreign contributors. The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years on more than 220 occasions. Every rated legal text book on South African law contains numerous references to and citations of contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications. By becoming one of only a handful South African law journals to be included on an international acknowledged list of accredited journals in 2009, the scholarly content of the journal was recognised internationally. The aforesaid is clear proof of the very significant "footprint" or impact of this journal. *TSAR* acts as a proud ambassador for the University of Johannesburg, by flying the University's banner in many a foreign research collection.



Patrick O'Brien (Prof)
Executive Dean: Faculty of Law

FACULTY OF MANAGEMENT

Background

The vision of the Faculty is as follows: "A faculty of excellence in management scholarship that pursues exciting new frontiers of knowledge and develops innovative, socially responsible leaders relevant to a global, interconnected market".

The above vision is realised by "... attracting and developing Faculty members and students with high potential who will pursue innovative managerial and leadership practices suited to a dynamic business environment through quality teaching and learning; development of appropriate skills; collaboration with stakeholders; providing a trusting and empowering environment for students and staff; and creating globally significant thought leadership."

There are nine departments in the Faculty that help realise the vision and mission of the Faculty. In 2009, much emphasis was placed on quality of administration, teaching, learning and, particularly, the higher degrees environment (master's and doctorates). Initiatives were also taken to promote community engagement further, once again using Students in Free Enterprise (SIFE) as a vehicle, and the issue of work-integrated learning was discussed as well. With WIL, the idea is not only to maintain it as a feature of the national diplomas on offer, but to explore how the degree courses can incorporate dimensions of WIL as well. As WIL can take many forms that vary in scope and intensity, departments can incorporate different strategies best-suited to their own unique circumstances and capacity. Towards the end of 2009, much effort was put into determining the selection criteria by which students who had applied for admission in 2010 would be selected. After the over-enrolment in January/February 2009, it became clear that students who did not have the potential for study at a higher education institution had compromised the quality of the student body in the Faculty. Every effort was made to select students with better potential for success and grant them admission.

In all, the strategic initiatives of the Faculty centred on the following matters:

- maintaining operational excellence;
- honing the programme mix and delivery;
- attracting top level academic staff;
- enhancing research outputs in peer-reviewed journals;
- promoting growth in postgraduate student numbers;
- planning for the relocation of some programmes to the Soweto Campus in 2011;
- promoting the strong programmes in the Faculty.

The Faculty profile

The Faculty has a total of 128 academic employees. The Faculty also employs 47 part-time academics and 63 academics on contract. There are 52 permanent academic support staff members in the Faculty. During 2009, 28 academic appointments were made, three colleagues received a promotion and 16 colleagues resigned. As far as non-academic staff members are concerned, 17 appointments were made, one was promoted and five resigned. Of the permanent staff members, 44 have doctorates and 51 have master's degrees. With regard to the equity profile of the Faculty of staff in permanent positions, 93 are white, 33 are African, six are Coloured and seven are Indian. Some 70 are male and 69 are female. Of the staff on contract or in temporary employment, 86 are white, 42 are African, six are coloured and eight are Indian. Some 84 are male and 58 female.

It must be borne in mind that 32 colleagues signed up for the Staff Qualifications Project when it was launched in 2008. Currently 20 staff members are participating in the SQP. Outside this project, seven colleagues are busy with master's studies and 32 colleagues with doctorates. The implication is that 59 colleagues are busy with studies. This does have an impact on the research and publication generation capacity of the Faculty. At a research workshop on 11 August 2009, the departments were requested to consider and provide feedback on their capacity to manage postgraduate students (master's and doctorates) and to generate articles in peer-reviewed journals in particular. The result of this discussion indicated that some 43 (senior) colleagues need to provide supervision and generate the research output that the Faculty is striving to achieve. To further exacerbate matters, the Faculty

has 29 vacancies for academic posts that need to be filled. The issues raised here are not presented as an excuse for performance (the Faculty is still in third position when it comes to subsidised research output), but it does imply that what may seem to be a big faculty, can have real constraints that have to be managed.

In terms of students, 4 191 students are enrolled in undergraduate degrees and 5 656 students are enrolled in undergraduate diplomas. Total undergraduate numbers come to 9 847. Postgraduate student numbers are as follows: 501 honours degree students, 335 master's degree students and 92 doctoral degree students. The total of postgraduate student numbers for the Faculty is 928. As far as the equity profile is concerned, at the undergraduate diploma level, 90% of students are African, 3% are Coloured, 2% are Indian and 5% are white. With undergraduate degrees, 63% are African, 4% are Coloured, 9% are Indian and 24% are white. Of the honours' degree students, 47% are African, 5% are Coloured, 6% are Indian and 42% are white. At master's level, 40% are African, 6% are Coloured, 7% are Indian and 47% are white. At doctoral level, 19% are African, 10% are Coloured, 4% are Indian and 67% are white. Overall, the postgraduate student equity profile indicates the following: 42% are African, 6% are Coloured, 6% are Indian and 46% are white. As far as pass rates are concerned, at an undergraduate level the rates were: African – 73,2%; Coloured – 69,4%; Indian – 75,1%; and White – 81,1% (average 74,7%). At a postgraduate level success rates were as follows: African - 67,1%; Coloured – 53,8%; Indian – 69,4%; and White – 72,5% (average 65,7%).

Some accomplishments in 2009

On the qualifications front, mention was made of a staff member completing an honours' degree; three obtained a master's degree and two colleagues obtained a doctorate.

For implementation in 2011 and 2012, a BCom Business Management; an MCom Management with different specialisations; and an MCom Business Management with specialisation in, amongst others, Supply Chain Management are being planned and prepared for launch. Two new programmes have also been conditionally approved by the DoE: namely, the Postgraduate Diploma in Information Systems Auditing and the BCom Honours in IT Management. The Faculty Board also approved 15 non-credit bearing, short learning programmes and 19 credit bearing programmes. A number of these are for the purpose of being presented by the Centre for Small Business Development, based on the Soweto Campus. Departments are also busy dealing with cultural integration and the implementation of the citizenship module.

Some 38 non-subsidised programmes were presented in 2009, involving 4 022 participants. The courses of the Department of Transport and Supply Chain Management drew 2 738 students. An income of R17 771 191 was generated, yielding a profit (before the deduction of the UJ levy) of R8 065 622.

The Faculty is increasingly involved in national and international partnerships - there are 10 national partnerships and 12 international partnerships.

The research output of the Faculty improved from approximately 56,59 subsidy units to 66,99 units - an increase of 15%.

The Faculty has three research centres: The Centre for Information and Knowledge Management; the Centre for Work Performance; and the Institute of Transport and Logistics Studies (Africa) (ITLS Africa). The Centre for Work Performance manages the postgraduate students in the Department of Industrial Psychology and People Management. ITLS, due to the paucity of skills in the transport arena, is heavily involved in major commissioned research projects. Development work is being done on the launching of a Centre for Social Entrepreneurship, which will be based at SWC. The centres differ in the nature of their activities, but all manage accredited DoE journals.

The Faculty manages six journals – all accredited by the DoE. In 2009, the *South African Journal of Transport and Supply Chain Management* was accredited by the DoE. This is the only journal of its kind in SA for colleagues in this field – internationally the field is not well-served with publications either.

The Central Research Fund of the Faculty made 32 grants in total to researchers. Some 13 research projects were funded, involving R457 956. 19 international travel grants were made amounting to R210 703. In total, R695 409 was granted, making it the largest amount ever granted in one year.

A major effort was made to support students when their achievement levels were not up to scratch. A tutorial programme was launched in all at-risk modules. The Faculty participates in the First Year Experience, which provides support to students to bridge the gap between school and university. The Faculty held a very successful seminar *Sharing Teaching Experience of First Years*, which provided a platform for first-year lecturers to share ideas on how to provide for the learning needs of first-year students. There were more than one hundred participants, including a number from other faculties as well.

The Faculty made "quality" and "operational efficiency" the keywords in 2009. The selection procedures sought to improve the quality of the students enrolling in the Faculty. On the higher degrees front, progress was made in developing and maintaining proper procedures and ensuring the quality of submissions to committees such as the Senate Higher Degrees Committee. Quality assurance is further promoted via the different committees in the Faculty and by the HODs.

As far as community engagement is concerned, departments are involved with a range of projects and the SIFE initiative is used as a vehicle to enhance the community engagement of the Faculty. In total, the Faculty has 35 projects that are up and running, involving NGOs, small and micro enterprises and community-based organisations.

The Faculty is engaged in the launching of a Centre for Social Entrepreneurship. Extensive networking has taken place nationally and internationally and the acting Head is involved in commissioned research for the International Labour Organisation. It is foreseen that the centre will ultimately be located on the Soweto Campus.

Finally, the School for Tourism and Hospitality launched a number of initiatives and partnerships, amongst others, with the Chefs Association of Southern Africa, which led to the equipping of specialist kitchens that would further benefit the training of the students.

Challenges and way forward

Adequate resourcing to grow departments presents a problem. Running a commercial enterprise such as the Operations Division in the School for Tourism and Hospitality from within a Faculty is challenging. Staff members experience appointments and promotions as areas that concern them, as far as their career development is concerned. The administrative workload is experienced as excessive – compromising decision autonomy and time to get involved in research and generate research output. Concern is also expressed on the extent or lack of support received from divisions such as Human Resources (HR) and Procurement.

The following strategic initiatives have been planned for 2010 to 2012:

- promoting operational excellence;
- the honing of the programme and student mix;
- continuing focus on teaching and learning excellence;
- promoting postgraduate and research outputs;
- attracting top level academic staff;
- building beneficial national and international partnerships;
- ensuring the financial viability of the Faculty.

Risk environment

The biggest risk is probably associated with our ability to attract and retain high level academic staff. Together with resourcing constraints, the (modest) expansion of the Faculty cannot be undertaken. There is a need for competent administrative staff, particularly in the central Faculty Administration. Difficult situations can arise due to the questionable work ethic and competence level of some administrative staff members. There is also the risk that the Faculty could lose more senior academic staff members (the 29 vacancies already mentioned illustrate the potential risk that exists). There is also the risk that younger academic staff members will migrate to industry, due to the perception of better career opportunities and the prospect of better levels of remuneration. Our ability to attract higher ability level students continually will have to be monitored. On the community engagement front, the projects tend to be fragmented. There is a need for perhaps fewer, but more coordinated, Faculty thrusts so that energy is not dispersed over a wide front, with the risk of compromised accomplishments.

Senior staff members find the business and administrative processes too bureaucratic – if this matter persists, there is the definite risk of staff disenchantment, which could lead to staff losses.

In conclusion, 2009 was a very intense year, not least due to the enrolment challenges that arose. Although not everything has been accomplished yet, good progress was made that will serve the relevance of the Faculty and its offerings, as well as its image.

A handwritten signature in black ink, appearing to read 'S. Kruger', with a large, sweeping flourish at the end.

Stephen Kruger (Prof)
Executive Dean: Faculty of Management

FACULTY OF SCIENCE

The vision of the Faculty of Science is to be a vibrant, dynamic and diverse scientific community that is a premier centre for the generation, dissemination and application of knowledge in the natural sciences and technology.

Our drive for sustained greatness is recognised by the global science community, as is our dedication to quality education – evident in recurring world-wide recognition and acclaim. We embrace partnerships with other reputable local and international institutions, with a common purpose of delivering quality learning experiences to our students, while at the same time enhancing the research profile of our Faculty. We boast state-of-the-art research facilities, outstanding service and support to our students and internationally accredited undergraduate and postgraduate programmes, which are presented via innovative teaching methods that are focused on the learning needs of our students.

The commitment of the Faculty to the realisation of the vision, mission and strategic goals of the University and the Faculty is clearly demonstrated by the number and scope of the achievements by staff and students during 2009.

Notable events

Academy for Information Technology:

- Mr E.K. Ekron, an honours' student under the mentorship of Prof Ehlers, won first place in Software Design at the Microsoft Imagine Cup South Africa. Furthermore, coming first place means that Mr Ekron will be representing South Africa at the international leg of the Microsoft Imagine Cup competition to be held in Warsaw, Poland in July 2010.
- Mr D.A. Coulter was awarded the Best Paper award at the International Workshop on Agent-Based Collaboration, Coordination and Decision Support.

Department of Biochemistry:

- Mr M. George was awarded the prize for the best poster presentation at the Southern and Eastern African Network of Analytical Chemists International Conference

Department of Botany and Plant Biotechnology:

- An exciting scientific breakthrough in the barcoding of plants was achieved by colleagues in the Department of Botany and Plantbiotechnology, under the leadership of Prof M. van der Bank. Moreover, together with the South African National Biodiversity Institute (Pretoria), the Department is playing a major role in the Tree-BOL (Barcode of Life) initiative that aims to create a reference database of trees by establishing DNA barcodes of all tree species in the world. UJ is the representative of Africa in this ambitious project.
- Prof Ben-Erik van Wyk received the UJ Vice-Chancellor's Prestigious Award for the Most Outstanding Researcher of the Year. He also received the Faculty of Science award for the Top Senior Researcher of 2009.

Department of Chemistry:

- Dr Meijboom received the Raikes Medal for the Best Young Chemist, from the South African Chemical Institute.
- A huge highlight is the purchase of a new Single Crystal Diffractometer for Nuclear Magnetic Resonance.

Department of Chemical Technology:

- One doctoral student was awarded the prestigious SASOL postgraduate medal of the South African Chemical Institute.
- As principal coordinators of the India-Brazil-South Africa Nanotechnology Research Platform, the Department was involved in organising and lecturing at the first Department of Science and Technology Nanomaterials and Nanotechnology Summer School, which ran from 22 November to 2 December 2009. This school saw 150 postgraduate students from South Africa and several other African countries, as well as from Argentina, Brazil, India and France listening to experts on nanomaterials: characterisation and applications. A unique feature was a number of interactive sessions with the media and industry. Plans are already underway for next year's Nanoschool on Advanced Materials.

- Under the initiative of Prof Bhekile Mamba, three international MoUs have been signed this year. An MoU, outlining collaboration in water and wastewater treatment, was also signed with Johannesburg Water. A collaborative agreement between the Department and ICS-UNIDO (International Centre for Sciences and High Technology – United Nations Industrial Development Organisation) Trieste (Italy) was initiated by Dr X.Y. Mbianda.

Department of Geology:

- Dr M.O. de Kock received the UJ Vice-Chancellor's Prestigious Award for the Most Promising Junior Researcher of the Year.
- Mr Bertus Smith, Lecturer in the Department, was awarded the John Handley Medal and the Corstorphine Medal by the Geological Society of South Africa for the most meritorious Master of Science thesis in Geology at any university in South Africa.
- Professor Bruce Cairncross was presented with the Geological Society of South Africa's Presidential Award for his services rendered towards preserving and maintaining the Johannesburg Geological Museum collection and services towards documenting and preserving South African mineral heritage in general.

Department of Mathematics:

- The Department hosted the annual conference of the South African Mathematical Society.

Department of Physics:

- Prof H. Winkler received the UJ Vice-Chancellor's Prestigious Teaching Excellence Award for 2009;
- Ms Buyi Sondezi-Mhlungu (staff member and doctoral student of Prof Strydom) was awarded a fellowship by the Department of Science and Technology in the category *Women Scientists in a field where female participation is traditionally low*.
- Prof S. Connell was elected as the President of the South African Institute of Physics.
- Mr S. Ramaila was elected as Chairperson of the Science Education Group of the South African Institute of Physics.
- Dr Doyle is the current Chairperson of the Synchrotron Research Roadmap Implementation Committee (South Africa).
- Prof V. Alberts' research led to a partnership between UJ (through the company PTIP), SASOL, the Central Energy Fund and the National Empowerment Fund. This partnership is seen nationally as the most significant by a university in recent times.
- Ms C. Lee (temporary staff member and postgraduate student of Prof Connell) won the prize for the best doctoral presentation at the 2009 South African Institute of Physics Conference in the field of Nuclear Particular and Radiation Physics.
- The UJ High Performance Computer System was launched in April 2009. It is in the process of becoming a Tier 3 node of ATLAS (Large Hadron Collider experiment at CERN (the European Organization for Nuclear Research), Switzerland).
- The investment of research equipment in the Physics laboratories was a significant event and has broadened the international impact of the research being conducted in the Physics Department at UJ dramatically. The Department currently operates the only laboratory in Africa where the physical properties of matter can be studied in experimental temperatures below two degrees Kelvin and down to within 0,34 Kelvin from the absolute zero of temperature; and in magnetic fields up to close to a million times the magnetic field of the earth.

Department of Zoology:

- Achievements include the awards to master's and doctoral students at scientific conferences, where 16 awards for best presentations were received.
- Further strengthening of collaboration with colleagues at institutions in the UK, Australia, Belgium and Hong Kong took place.
- Prof N.J. Smit received the Faculty of Science award for the Best Researcher in the Faculty of Science on Lecturer/Senior Lecturer level.

Staff

During 2009, staff members of the Faculty of Science were housed on four campuses of the University. The table below depicts the staff distribution per campus in 2009.

- Support staff comprises technical and administrative staff and represents 30%, compared with 27% for 2008.

Table 43: Staff distribution per campus

2009	Type	APB	APK	DFC	SWC	Total
Academic (233)	Permanent	3	100	42	0	145
	Non-Permanent	1	55	27	5	88
Support (102)	Permanent	0	55	20	0	75
	Non-Permanent	0	16	11	0	27
Total		4	226	100	5	335

- With respect to the permanent academic staff complement, the Faculty shows a marked improvement in its qualification profile as depicted in the table below. This trend will improve further in due course, as many more staff members were engaged in further study during 2009 and scholarship development was actively pursued. Several staff members improved their research profile through involvement in research activities under mentorship of established researchers.

Table 44: Qualification profile of permanent academic staff

Qualification Profile	2006 (%)	2007 (%)	2008 (%)	2009 (%)
D degree (as highest qualification)	46,1	44,2	50,7	55,2
M degree (as highest qualification)	39,6	40,9	40,8	38,6
M degree (as minimum qualification)	85,7	85,1	91,5	93,8

- The race profile of permanent academic staff has remained fairly constant over the last four years. Currently 26% of permanent academic staff are black.
- The Faculty appointed 15 new permanent academic staff in 2009, of which 60% are from the designated groups and 27% are a foreign nationality, as illustrated by the table below.

Table 45: Race and gender profile of new academic appointments in 2009

	Designated (black SA)	Non-Designated (white SA)	Foreign	Total
Female	5	1	-	6
Male	4	1	4 (all black)	9
Total	9 (60%)	2 (13%)	4 (27%)	15

- The gender profile shows an increase in female staff from 34% in 2008 to 41% in 2009.

Teaching and Learning, Academic Programmes

The Faculty has embraced an Enrolment Management Strategy that focuses on access for success. After admission, first-time students are introduced to higher education through different phases: an academic orientation; at-risk identification in the first month; referral to tutors; support by mentors; and other support structures.

The First Year Academy, established at the end of 2007, has functioned well during 2009. Amongst others, the following academic issues were discussed extensively and addressed during 2009: timetable and tuition time; dedicated common time slot for assessments; retention of students for honours' programmes; and recruitment of quality students.

Enrolment figures of formal contact students per campus are indicated in the table below.

- The formal contact student enrolment in 2009 represents an increase of 25% from 2008. The increase is mainly due to the unexpectedly large number of school leavers with appropriate Grade 12 results at the end of 2008, which allowed them entry into the Faculty of Science in 2009. A similar phenomenon was experienced by all institutions for higher learning.

Table 46: Enrolment figures per campus

2009 Enrolments – formal contact (occasional students excluded)	APK	DFC	Total	%
Undergraduate	1 970	518	2 488	83,5%
Postgraduate	484	8	492	16,5%
Total	2 454	526	2 980	
%	82%	18%		

- Postgraduate enrolment is 17% in 2009, compared to 20% in 2008. Master's and doctoral students now make up 60% of the total number of postgraduate students (compared to 61% in 2008).
- The race profile has steadily improved: 79% of undergraduate students in 2009 are black (in comparison with 73% in 2008 and 68% in 2007); 44% of postgraduate students are black (in comparison with 38% in 2008 and 36% in 2007).
- The gender profile has remained unchanged, following the increase shown in previous years: In 2009, 49% of undergraduate students were female (in comparison to 49% in 2008, 47,6% in 2007 and 45% in 2006).
- The average success rate in undergraduate programmes dropped noticeably to 67,9% in 2009 (in comparison to 75,5% in 2008, 73,6% in 2007 and 67,4% in 2006). This marked deterioration in the success rate is ascribed to the much higher intake of first-year underprepared students in 2009, following the unexpectedly high performance levels by school leavers in the 2008 Grade 12 results. The throughput and success rates in some modules (at all levels) are not satisfactory. It is expected that the initiatives implemented such as the First Year Academy, increased tutoring, etc. will yield the expected improvements.
- Extended programmes succeeded in widening access to the Faculty in an academically responsible manner.
- The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy for Information Technology and the departments of Mathematics, Geology, Zoology and Geography and Environmental Management and Energy Studies.

Research

The Faculty has submitted a subsidy claim to the Department of Education of 107,28 research units published in Institute for Scientific Information journals. This is 31,6 units more than the units submitted the previous year – representing an increase of 41,7% – which clearly indicates the Faculty's commitment to increase its publication output in high impact international journals. In addition, the Faculty has produced the following research publication outputs:

- 3,83 publication units in SA journals;
- 18 units in peer-reviewed proceedings;
- 1,5 research units in books.

Research activities of the Faculty are also illustrated by the following measurable outputs:

- training of master's and doctoral students: there were 20 doctoral graduates and 53 master's graduates in 2009 at the graduation ceremonies;
- participation in a total number of 164 research projects, of which 51 were international and 113 were at a national level;
- 97 research-orientated visits abroad (both African and non-African);
- 18 international agreements and 14 national agreements made in research workers' individual capacities;
- one international patent applied for and registered and one national patent applied for and awaiting registration;
- 143 addresses delivered at international congresses and seminars (99 in 2008);
- 149 addresses delivered at national congresses and seminars (168 in 2008);
- 45 symposia/colloquia/conferences organised (35 in 2008) by staff/postgraduate students, of which 11 (18 in 2008) were at an international level, 25 at a national level and nine at departmental level;

- 38 foreign and 19 local research workers visited the Faculty for research purposes in 2009;
- 14 post-doctoral fellows in the Faculty in 2009;
- Faculty staff members are serving in a variety of capacities in 93 professional societies, organisations and forums outside UJ;
- number of NRF-rated staff in 2009 is 32. The overall NRF profile of the Faculty improved during 2009. The Faculty gained two A-rated members and one B-rated member. Two staff members improved their ratings, while all other staff members that were rated during 2009 retained their status.

The funding for research during 2009 is summarised as follows:

- external sources: R18,3 million, i.e. 54% of total research funding (bursaries included) of approximately R33,9 million.

Faculty governance

The necessary structures are in place to ensure compliance with good governance practices and quality criteria. There are various advisory committees for quality control of all teaching-, research- and community engagement related functions of the Faculty. These committees report to the Dean's Committee and the Faculty Board, for effective governance.

Community engagement and social impact

The Faculty is involved in a wide range of community outreach programmes. Staff members are encouraged to pursue community engaged opportunities actively that will benefit the community; promote scholarship, their discipline, the Faculty and the University; and enrich their academic experience and profile.

In the first showcasing of Community Engagement Projects at UJ, the Faculty received two awards:

- Mr G. Robinson (Department of Mathematics) received the Mandela Silver Award for the Top Community Engagement Project for the Mathematics Advancement Programme, reaching out to about 700 learners. The evaluation showed evidence of a marked improvement in the performance levels of the learners involved. Additional involvement of the Department in the project outlined above included the introduction of career guidance across a multiplicity of disciplines, as well as addresses by motivational speakers.
- Dr E. Bruwer (Dept of Zoology) received the award for her three projects involving a high level of community involvement. These were:
 - ~ Biology Summer School: designed to provide a foundation from which 200 Grade 5 to Grade 8 learners can understand and exploit the potential of environmental science;
 - ~ The Park Alive Project: involves, among other activities, the identification of plant and animal species in the parks around UJ and the erection of billboards on elements of the ecosystem;
 - ~ The Adullam Community Caring Hearts Project: intends to make a significant contribution to the community in the form of services, new knowledge and skills transfers in the Secunda and Evander areas.

A large number of staff was involved in public presentations (both nationally and internationally) and educational talks and discussions – ranging from radio and television interviews, to news items in public media. All these activities enhanced the impact of the Faculty in the academic and public domain. The five main public lectures presented by Faculty members in 2009 were:

- *Evolutions on evolution* – Dr F.J. Durand;
- *DNA Barcoding* – Prof M. van der Bank;
- *Our bond with the stars* – Dr C.A. Engelbrecht;
- *Outer space* – Prof H. Winkler;
- *Cyber security* – Prof S.H. von Solms.

Challenges of 2009

- The high number of non-returning senior students, as well as the high drop-out rate of students, is a serious matter of concern. The fact that school leavers are generally inadequately equipped to cope with the demands of science at tertiary level has a big impact on our pool of potential students, as well as on our throughput and retention rates. This state of affairs is exerting extra pressure on the Faculty's teaching environment. In view of the national imperatives to increase the number of science graduates, the Faculty offers extended programmes. However, in many cases these

initiatives are not sufficient to address the deficiencies of several years of inadequate schooling. The Faculty's initiatives in this regard will need to be strengthened in 2010.

- 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.
- Retention and recruitment of good academics is becoming more challenging every year, in the wake of incentive-rich salary packages offered by the corporate world.

The future

In fulfilment of our mission, in strengthening of our current niche areas and in building capacity in upcoming potential niche areas, the Faculty's collective effort and energy will be focused on the following in 2010:

- our staff profile – in terms of qualifications, academic stature, gender and race;
- the learning experience of our students – using our enrolment and teaching strategies to improve success and retention rates;
- the research profile and impact of the Faculty.

A handwritten signature in black ink, appearing to read 'K. Burger', with a stylized, cursive script.

Kinta Burger (Prof)
Executive Dean: Faculty of Science

INSTITUTIONAL FORUM REPORT

The Institutional Forum functions in terms of section 31 of the Higher Education Act and Chapter 32 of the Standard Institutional Statute. The Institutional Forum held quarterly meetings, as well as two special meetings, to consider recommendations from selection committees on senior management appointments, in order to provide advice to the Council on such recommended appointments. The dates of meetings were as follows:

- 4 February 2009;
- 16 April 2009;
- 21 May 2009 (special meeting);
- 15 July 2009;
- 24 August 2009 (special meeting);
- 8 October 2009 (meeting inquorate, therefore it did not continue).

Although attendance was better, compared to 2008, the turnover is higher with Dr M. Kruger resigning before her term of office had expired. The attendance is reflected in table 47.

Table 47: Attendance status of IF Members

Members	4 February 2009	16 April 2009	21 May 2009 (special)	15 July 2009	24 August 2009 (special)	8 October 2009 (Meeting inquorate, therefore it did not continue)
Prof N. Morgan	x	Resigned				
Prof M. Muller	NM	✓	✓	x	✓	✓
Prof P. Alexander	✓	x	✓	✓	✓	x
Prof B. von Solms	✓	✓	x	x	x	✓
Prof A. Parekh	✓	✓	✓	x	✓	x
Mrs J. Siwani	✓	✓	✓	x	✓	x
Dr/Com N.J. Mxakato-Diseko	x	x	✓	x	x	x
Mr R. Petersen	✓	✓	✓	✓	✓	✓
Mr Z. Kwinika	✓	✓	x	✓	x	x
Mr S. Nalla	✓	✓	✓	✓	x	x
Mr C. Lock	x	✓	x	x	x	x
Prof J.C. Sonnekus	✓	x	x	x	x	✓
Prof A. Oldewage	x	x	x	✓	✓	x
Mr M. Shabangu	✓	✓	x	x	x	x
Mr M. Majeke	x	✓	x	x	x	x
Mr M. Mokoena	NM	NM	NM	✓	✓	x
Mr A. Mahlangu	NM	NM	NM	✓	✓	x
Dr M. Kruger	✓	Resigned				
Ms L. Mokae	x	✓	x	✓	✓	x
Ms B. Kgori	x	✓	x	✓	x	x

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

- IF membership for Institutional Quality Audit mock trial;
- progress on the Campus Master Plan;
- UJ Cultural Integration Project;
- Draft Charter of the Institutional Forum;

- promotions according to sunset clause;
- subcontracted cleaning workers;
- advertisement: Deputy Vice-Chancellor: Strategic Services;
- Staff Qualifications Project;
- response from Council/MEC regarding the advice on the appointment of the Executive Director: Operations;
- DoE review of Institutional Forums at higher education institutions.

The IF gave advice on the appointment of the following executive managers:

- Executive Dean: Faculty of Management;
- Executive Director: Operations;
- Deputy Vice-Chancellor: Strategic Services.

Some IF members are of the opinion that advice given to Council on the appointment of executive managers is not always taken seriously enough by Council.

Advice on UJ Policies and governance issues

The IF considered and advised on the following UJ Policies and Governance matters:

- IF Performance Review (approved);
- Staff Qualification Project (considered and advised);
- UJ IF Charter (considered and approved);
- UJ Culture Integration Project (considered and advised);
- Timetable for Development and Approval of New Policies (advised);
- Institutional Audit (participated and advised);
- Academic Promotions at UJ (considered and advised);
- Mock Audit (participated in Mock Audit on 23 February 2009).

Performance review

The University's performance review system was applied and a performance review on the functionality of the Institutional Forum was conducted. The results reflected poor performance with an overall average of 2,6 (out of a possible five). The lowest rating (2,4) was allocated to general performance and functionality and an average of 2,8 for operational and administrative performance.

National review of institutional forums at higher education institutions

An IF Roundtable of IF Chairs at all higher education institutions was held on 10 September 2009 at the Kopanong Hotel in Benoni on the East Rand to do, amongst other aspects, the following:

- examine the functionality and effectiveness of institutional forums in relation to the Higher Education Act, White Paper 3 and institutional statutes;
- examine the composition of the institutional forums and the nomination process for the members of the institutional forums;
- examine the relationship between councils and the institutional forum at all higher education institutions, given the function of the institutional forum to advise council;
- examine the kind of advice that is served to council and how the council implements the advice;
- examine and assess the extent to which council has integrated the work of the institutional forums in their activities and the other structures of governance, such as senate;
- identify and propose mechanisms to enhance the functionality of the institutional forums;
- determine the challenges that are facing institutional forums in executing their work;
- examine the organisational structure and operations of the institutional forums;
- examine the processes followed by the institutional forum in formulating advice.

It was agreed that a Steering Committee be nominated to craft the way ahead for the revitalisation of institutional forums nationally. A task team was nominated to take the process forward and organise a national institutional forum conference. The Roundtable was held amidst a robust engagement on the challenges of institutional forums and the following recommendations will be considered by the IF Steering Committee.

Recommendations resulting from the national review

The following recommendations were made:

- The purpose and scope of influence of the IF should be defined and regulated elaborately.
- A “fit for purpose” structure should be enabled by legislation: such a structure should consider accommodating the concerns expressed by “IF stakeholders other than the management” insofar as their perceived marginalisation is concerned.
- Serious consideration should be given to providing adequate human and material resources to IFs, in order to enhance their chances of effectiveness and efficiency.
- IF regulations should enable (and compel) institutions to leverage external expertise resources, in order to promote a healthy balance of “inward and outward looking” views on governance matters.
- Legislation should induce some measure of compulsion on university councils to explain in writing their decisions not to accept advice from the IF on matters as contemplated in section 31(a) of “The Act”.
- IF chairpersons should be full members of council.
- Provision should be made for platforms to enable ongoing conversations between the IF (through the chairpersons) and Council (Exco).
- Serious consideration should be given to integrating the dimension of transformation into the portfolios of all managers of the universities.
- A Forum of National Institutional Forum Chairpersons is established to enable the sharing of experiences and best practices.

A handwritten signature in black ink, appearing to read 'R. Petersen', with a horizontal line underneath.

Rudy Petersen (Mr)
Chairperson: Institutional Forum

REPORT ON INSTITUTIONAL PLANNING AND QUALITY

Vision, mission and focus

The Division for Institutional Planning and Quality Promotion (DIPQP), under the Chief Directorship of Prof Gerrie Jacobs, has a reporting line (at MEC-level) to the Pro Vice-Chancellor, Prof Derek van der Merwe. DIPQP's main focus is geared towards researching, collecting, analysing and monitoring information about the performance of the institution, as well as its various faculties, divisions, units and academic programmes. It uses the findings to make recommendations and propose strategies to leaders in various positions aimed at general institutional improvement. The Division's institutional quality audit preparation and organisation focus was hugely intensified and the two Institutional Quality Audits of 2009, both of them being daunting challenges, perhaps overwhelmingly "clouded" all other functions and goals of the Division over the past year.

DIPQP envisages itself as the foremost division of its kind in South African higher education, which leads and facilitates institutional research and planning, quality promotion and assurance to support UJ in increasingly realising its vision and mission. DIPQP's mission is strived for via the work and dedication of its units and was formulated as follows in 2008: to **lead** (act as a catalyst), **promote** (develop and empower) and **facilitate** institutional and strategic planning, quality promotion and assurance, in **support** of increased and sustainable UJ effectiveness. The four words in bold give an indication of how the Division ideally perceives its role at the University.

Composition

The Division consisted of three units for most of 2009, with one of the units also housing a sub-unit.

The Unit for Quality Promotion (UQP)

Dr Anci du Toit was the acting Head of the Unit until the end of May 2009, when she left the services of UJ to pursue a career in the Quality Promotion Unit of Monash SA. Her post could not be filled in 2009 (although it had been advertised) and Prof Hester Geyser (the Head of the Quality Audit Office), therefore also accepted responsibility for the work of this unit. The UQP is responsible for facilitating, supporting, promoting and coordinating quality-related matters throughout the institution, which included:

- the self-evaluation and peer review of academic entities (e.g. subsidised academic programmes, non-subsidised and short learning programmes, academic departments and faculties);
- the self-evaluation and peer review of service and support divisions and campuses;
- preparation work towards the institutional approval of UJ's next Quality Promotion Plan: 2010-2015; the implementation of UJ's Quality Promotion Policy; and the design of various guideline and manual documents;
- support for the work of the Senate Quality Committee, of which the Pro Vice-Chancellor is the Chairperson;
- programme and curriculum development support, via the Sub-Unit for Programme and Curriculum Development.

The staff in the latter Sub-Unit developed a manual for institutional programme development, consisting of guidelines and templates for development and internal approval, but also for external submission and approval purposes. The Sub-Unit was transferred to the new Unit for Academic Planning and Policy Implementation at the end of September, of which Ms Trish Gibbon is the Head.

The Unit for Institutional and Strategic Planning

Prof Neels Fourie is the Head of this Unit, which is responsible for supporting institutional planning via institutional research-related actions. The outcomes of the latter research actions might be used for, *inter alia*, management decision support and measuring institutional performance purposes. The Unit also supports the various actions needed to keep track of progress made in accomplishing UJ's strategic plan, e.g. the institutional dashboard. The Unit conducted an international and national institutional benchmarking exercise during 2009 and put a proposal forward during the third quarter, which focused the future work of the Unit on institutional research and decision support – the latter via the provision and maintenance of relevant business intelligence. The proposal, which also highlighted the Unit's envisaged survey co-ordination role in UJ, was finally approved by the MEC and the Unit will function as the Unit for Institutional Research and Decision Support as of 2010.

The Quality Audit Office

Prof Hester Geyser maintained her role as Head of this Office, which was established in January 2008. The main purpose of the Office is the facilitation, coordination and implementation of the approved UJ Quality Audit Strategy: 2007-2010, which entails the:

- development and institutional approval of UJ's institutional Self-Evaluation Report(s), for progressive institutional quality audits;
- collection and management of all necessary audit evidence documents;
- steering of an institutional audit awareness campaign on all four UJ campuses;
- managing logistical arrangements for the two panel visits, which took place in February (a Mock Audit) and August 2009 (the actual HEQC Audit) respectively.

The Office was phased out after the HEQC's quality audit site visit and the finalisation of post-site visit reports towards the end of August.

Special achievements of the Division in 2009

- Prof Hester Geyser and Ms Ina Pretorius were co-recipients of the 2009 Vice-Chancellor's Distinguished Award for Service to the University Beyond the Call of Duty, for their role in the planning and organisation of the two Institutional Quality Audits in February and August respectively.
- Prof Gerrie Jacobs received the Best Paper award from the Southern African Association of Institutional Research (SAAIR), judged by the 112 participants at their annual forum in September 2009 at the NMMU in Port Elizabeth. The award for his paper, which was entitled *The relationship between Institutional Research and Institutional Effectiveness. Where does student learning fit?*, provided him with the privilege of representing SAAIR during the fiftieth Annual Forum of the USA Association of Institutional Research in May/June 2010 in Chicago.
- Prof Neels Fourie (assisted by staff in his unit) successfully completed a number of important institutional surveys and/or business intelligence reports, of which the Undergraduate Student Experience Survey; the Workload of Academic Heads of Departments Survey, the UJ Fact Book (the first in a series of three); and feedback on UJ staff's audit experiences are noteworthy.
- Prof Gerrie Jacobs led an institutional research team, comprising staff members in the faculties, that continued the third phase of a research project related to a national and international search for indicators (and co-determinants) of an institutional quality ethos. The project resulted in:
 - ~ an international workshop invitation by the Quality Assurance Forum of the European University Association and the subsequent workshop presentation in Copenhagen, Denmark in November 2009;
 - ~ an article invitation by the Editorial Board of the international Quality in Higher Education Journal, which was submitted in December 2009.
- Prof Neels Fourie and Ms Annelie Oosthuizen successfully completed the University's Postgraduate Student Satisfaction Survey and also managed to extend the project in a collaborative manner to the University of Southern Queensland in Australia.
- Prof Hester Geyser and Prof Gerrie Jacobs, as well as Mr Nic Aucamp, acted as members of the University's selection committee for the appointment of the Vice-Chancellor's 2009 Distinguished Teacher Awards.
- Prof Neels Fourie was, again, appointed as international paper referee for the annual European Association on Research, Learning and Instruction conference in Amsterdam, the Netherlands.
- Prof Gerrie Jacobs was elected as the Forum Chairperson of the 2010 SAAIR annual forum, to be hosted by UJ in September 2010 in Johannesburg. This entitled him to membership of the Executive Committee of this association.
- Prof Neels Fourie, Prof Gerrie Jacobs, Ms Annelie Oosthuizen and Mr Hannes Loock conducted a national and international benchmarking project (inclusive of three project reports) aimed at giving strategic direction and structure to the Unit for Institutional and Strategic Planning's foreseen institutional research and business intelligence role in UJ as of 2010.
- The first year of a divisional staff and student assistant wellness, psychological fitness and stakeholder feedback drive was successfully facilitated by renowned business psychologists, Jopie van Rooyen and Associates. This drive, involving all DIPQP staff and students, will continue throughout 2010 and 2011.

Research projects, workshops, seminars and consultations

Research is one of the primary portfolios of the Division and during 2009, staff initiated, participated in or completed a total of 25 research projects. Staff also facilitated four external and 24 internal

workshops and seminars and 714 individual or group consultations in various areas. The absolute mammoth increase in consultations (115 were facilitated in 2008) can be attributed to the much larger than usual number of quality plan-, quality audit-, programme accreditation- and institutional research project-related needs, queries and requests that were directed to the Division.

DIPQP's Value for Money (VFM) Statement

By request of the MEC Operations Committee, DIPQP formulated its own (tailor-made) VFM strategy in May 2009. DIPQP's strategy was hence approved by MECO, being the first VFM strategy of all service and support divisions to gain approval. The strategy is key in helping the Division (and thus also the University) fulfil its vision and mission, as it continually seeks to appraise and challenge not only its performance (effectiveness), but also its working processes, practices, climate and culture (efficiency). Achieving VFM status enables the Division to secure a competitive advantage by performing in a way that makes the best use (economy) of available resources. Six VFM strategies are currently considered by DIPQP, namely:

- a well-structured annual report, written from both a retrospective and futuristic perspective, and inclusive of a forum where the report will be presented and deliberated;
- the active participation of the Division in a cycle of self-evaluation and peer review activities;
- an annual DIPQP VFM report;
- strengthening and maintaining trust with stakeholders, via standing stakeholder dialogue forums and frequent client satisfaction surveys;
- the arrangement of one airing and sharing session per year with a corresponding section at another institution;
- the undertaking of an institutional impact study to try and answer the important question: If the work and impact of the Division on the institution is negated (i.e. the Division is closed down), would it matter (much)?



D van der Merwe (Prof)

Pro Vice-Chancellor

STATEMENT ON RISK MANAGEMENT

The risk management process, which commenced in 2007, was institutionalised during 2008/2009 and all the Executive Management members were involved in this process. The material operational risks for all faculties and departments were identified, evaluated and rated. Mitigating strategies for all these risks were devised. A University Risk Register was compiled and submitted to the Management Executive Committee, after which it was submitted to the MEC Risk Management Committee.

The MEC Risk Management Committee (established towards the end of 2007) evaluated these risks and mitigating strategies and a list with the most important risks was tabled at the November 2008 Audit and Risk Committee meeting. Risk management is now a standing agenda item of the Audit and Risk Committee meetings.

The Finance Department is responsible for co-ordinating the risk management process in the University. Since the first risk assessment in 2007, we have institutionalised the process and each faculty and department is required to analyse, assess and evaluate its operational and strategic risks on a continual basis. All risk amendments are tabled at the MEC Risk Management Committee meetings to ensure that no risks are re-rated without confirming that the re-rating has any other influences on the integrated risk management process.

Risk management is also an integral part of the annual performance criteria of all executive deans and executive directors. The University's risk management process requires each executive dean and executive director to consider and evaluate their respective identified risks, the related ratings and mitigating strategies formally, at least twice a year, to ensure that the risks are still valid and up-to-date. The process also allows a manager to evaluate the risks in an environment where circumstances change.

The institutional Risk Management Policy, Strategy and Methodology were developed, considered and approved by the MEC Risk Management Committee, consisting of the following:

- Risk Management Policy;
- Risk Management Strategy;
- risk management objectives;
- risk management structure and subsequent roles and responsibilities;
- scope of authority with reference to the Management Executive Committee, Council Audit and Risk Committee and Council;
- framework for risk identification and risk categories;
- definitions and description of the various risk categories;
- the risk management cycle;
- performance management processes, i.e. identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.;
- risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University of Johannesburg.

The MEC Risk Management Committee held several workshops and meets at least three times per annum to consider the complete Risk Register of the University. The most serious risks are then reported to the MEC and the Audit and Risk Committee of Council.

FINANCIAL RISK MANAGEMENT

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow risk, interest rate risk and price risk), credit risk, liquidity risk and operational risk. The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial, and other, performance of the University.

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council, which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which Management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted

in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, whose results are reported to the Audit and Risk Committee.

Credit risk

Credit risk is the risk of financial loss to the University, if a client, student or counterparty to a financial transaction fails to meet its contractual obligations: it arises principally from the University's receivables from students and clients. The University has no significant concentration of credit risk owing to the widespread nature of students and clients.

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

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are to clients with an appropriate credit history. It does not insure its student, or other, receivables.

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations when payments are due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis, in order to maintain sufficient funds to finance the business from cash generated by operations and funds generated from investments.

Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated purchases. The University is exposed to foreign currency risk, where purchases are denominated in a currency other than South African Rand. Management has introduced a policy that requires all material foreign currency transactions to be hedged with a forward exchange contract. At year end there were no outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing short-term investments up to one year. The period of each investment is linked to the cash flow requirements for funding the University's operations. These short-term investments are invested with the five major South African commercial banks, at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment.

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective

of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Operational risk

Operational risk is actively managed: the University maintains systems of internal control over income and expenditure, financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the Management Executive Committee and the Audit and Risk Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. The Council, operating through its Audit and Risk Committee, oversees the financial reporting process. The University has very little control over the annual student intake. Marketing and branding strategies are, however, in place to ensure consistent student intake - in accordance with the approved Enrolment Plan.

ACADEMIC ADMINISTRATION

A Risk Mitigation Strategy for academic administration, focusing on the academic life cycle of the student, was developed during the first semester of 2007. This mitigation strategy served at the Council Audit and Risk Management Committee for noting and was approved by the MEC Risk Committee. The Risk Mitigation Strategy is updated annually and the risks within academic administration are managed within the faculties and by the following centralised committees (chaired by the Registrar):

- Central Co-ordinating Academic Administration Committee (monthly meetings);
- Central Admission Committee (undergraduate);
- Registration Committee;
- Academic Timetable Committee;
- Graduation Committee.

Risk management within academic administration focuses, inter alia, on at least the following:

- 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 on a quarterly basis. Issues and risks are discussed. 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 35 students were provisionally granted admission. The turnaround time for dealing with applications is inadequate. In particular, the applicants' second and third choices are not managed well across all faculties. The establishment of a central enrolment centre is therefore envisaged. This centre could also assist in complying with the University's enrolment plan.
- 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 ensuring that the Business Rules are in place. Skills development sessions were held throughout the academic year to ensure compliance with these rules.
- 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' Administration. The electronic error list is generated and managed accordingly.
- Management of registration fees during registration: the financial policy is adhered to in this regard. However, there are still incidents of cash being accepted by administration staff. These transgressions are managed in accordance with the University's disciplinary process in this regard.
- Summative assessment opportunities (tests and examinations): the consolidation of the University Academic Regulations was finalised in 2007. However, traditional practices still occur. Mitigation principles involved, at least, the following: typing of tests/examination papers and the safekeeping and duplication/copying, as well as transport of these papers, is 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 upgraded during official examination periods. Provision is made for electricity failures during examinations.
- The system's test (10% test), where a mark has been changed by more than 9%, is executed by the HEMIS Co-ordinator. The Faculty Coordinator within 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 validity and reliability of student data on the academic structure is validated by the HEMIS Co-ordinator on a continual basis. The 2% test on graduates is executed in accordance with the Department of Education's HEMIS rules in this regard (currently known as the 0% test).
- The Department of Education'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.
- The University complied with the external auditing requirements related to the above Department of Education Revised Directives, regarding all the VALPAC files to be audited.
- Certification of qualifications: the University's Policy and subsequent Business Rules are adhered to in this regard.
- Academic timetable (lecture and examination timetable): a Timetable Committee exists that deals with requests on the amendment of allocated venues. An electronic timetable (Abacus software) was pursued in 2006. The standardisation of the timetable across all five campuses was implemented in 2007. Due to seating capacity problems, the lecturing timetable (especially on Kingsway and Bunting campuses) is inadequate and does not compare with best practice benchmarks in the country.
- System management ITS: the business rules on access control are enforced. The changing of marks by both academic employees and academic administration employees is managed by means of a process of authorisation. Incidents of transgression 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 is also adhered to. Negative incidents are reported to the Registrar and mitigation strategies are employed. The Graduation Committee reflects on the ceremonies and revises the procedures when applicable.
- Annual internal student data HEMIS auditing is conducted by the internal auditors. These reports serve at MEC, the MEC Risk Committee and ultimately at the Council Audit and Risk Committee.

INFORMATION TECHNOLOGY

As previously noted it is becoming increasingly difficult to recruit competent staff in the information technology environment. This has resulted in Information and Communication Systems experiencing a shortage of staff, leading to many staff members continually working extended hours and overtime on weekends. This presents a serious risk to the continued functioning of the department and the enterprise as a whole. The severity of the current situation should not be underestimated and the curtailment of services will have to be considered as a way of reducing the workload.

An industry survey has indicated that employment equity candidates currently make up less than 33% of the ICT industry. This relative scarcity results in price premiums for qualifying individuals and a measured UJ response will be required to improve the equity rating of this department.

Business continuity/disaster recovery

Significant progress has been made at both operational and strategic levels and this is monitored by the Council Audit and Risk Committee. The University created a disaster recovery platform during 2009: this will reduce the risk of not being able to operate when a disaster occurs in one of the University's server rooms.

Business rules/business process/data quality risk

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

Compliance risk

The previous low levels of compliance with the legislative requirements of the Access to Information Act have been resolved, with the implementation of an electronic system.

The University did a King III readiness assessment in the ICT environment and the report will be tabled at the Audit and Risk Committee in 2010, where an implementation plan will be approved.

COPYRIGHT AND COPYRIGHT RISK MANAGEMENT

The University has a blanket licence with DALRO. The following strategies were put in place to mitigate the risks:

- The university complies with the DALRO guidelines, policy and procedures, when duplicating material under the blanket licence agreement.
- Several workshops on these guidelines were conducted under the auspices of the University's Skills Development Division.
- Guidelines on copyright reporting are accessible on the Library's webpage.
- Copyright warnings are prominently displayed at all photocopying facilities in the Library.
- The Library's electronic databases have their own licences to 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 webpage.
- Turnitin software is used to assist with detecting plagiarism.

RISK MANAGEMENT IN THE OPERATIONS DIVISION

Within the Operations Division, operational risk is actively managed through various methods and procedures for identifying and measuring risk and for selecting and developing options for handling these risks. Through 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 stand-by systems.

The Division uses various internal controls to carry out the risk management procedures in order to ensure effectiveness and efficiency of operations, a safe and secure campus environment, compliance with Occupational Health and Safety (OHS) 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 such risks; and regular reporting to both the MEC 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 Report on Operations). The Occupational Risk Manager submits a quarterly report on safety risks and incidents to his line manager (Operations) and to the Health Advisory Committee, for noting and awareness.

The University is currently developing the Soweto Campus and, as this is a major project both in terms of value and the extent of building, we decided to appoint a Project Manager to ensure that the project is completed on time and within budget. The Project Manager is also responsible for managing the various risks involved in such a large-scale project.

EVENT RISK MANAGEMENT

Event Risk Management has emerged as a prime concern at the University. A comprehensive methodology is applied to capture all risk planning. The documents are submitted to the Joint Operations Centre at the City of Johannesburg's Event Management Forum. Medical stand-by is arranged that is appropriate to each event. The following principles are highlighted:

- Six weeks prior to the event, the event organiser meets with the Occupational Health and Safety division and discusses the completion of the prescribed event checklist.
- Supporting documents are obtained by the event organiser, while OHS supplies 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 of Johannesburg in collaboration with OHS.
- Recommendations are implemented and final approval is gained for the event to go ahead.

HEALTH RISKS

The following risks are emphasised (refer to the Report on Health and Wellness):

- the possibility of the outbreak of a life-threatening disease in the residences, e.g. meningitis: a mitigation strategy is in place, focusing mainly on awareness campaigns and the provision of vaccinations when applicable;
- Novel Influenza A H1N1: a governance process has been initiated for major events i.e. national sporting events or sporting events hosted by UJ;
- radiation control;
- travel health risks: service made available to the UJ community for international travel;
- food hygiene: monitoring schedule and audits;
- medical surveillance programmes;
- disaster/emergency preparedness: to be implemented at all levels;
- inadequate occupational safety compliance.



JJ Njeke (Mr)

Chairperson: Council Audit and Risk Committee



JH Kriek (Prof)

DVC: Finance

REPORT ON INTERNAL ADMINISTRATIVE / OPERATIONAL STRUCTURES AND CONTROLS

The University has structured the administration and finance departments in such a way that it enables the administrative processes to be performed effectively. To ensure optimal efficiencies and cost-effective transactions, the University maintains systems of internal control over financial reporting, financial transactions and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Such systems are designed to provide reasonable assurance to the University's Management and Council, regarding an operational environment that promotes the safeguarding of the University's assets, proper financial governance and the preparation and communication of reliable financial, and other, information.

The systems of internal control include documented organisational structures that set out the division of responsibilities, as well as established policies and procedures and the careful selection, training and development of the financial staff of the University.

The Council's Audit and Risk Committee assists with financial and risk governance and oversees the systems of internal control.

Information systems utilising modern information technology are in use throughout the University. The information systems have been developed and implemented according to defined and documented standards in order to achieve efficiency, effectiveness, reliability and security. Generally accepted standards are applied to protect privacy and ensure control of all data, including disaster recovery and "back-up" procedures. Systems are under the control of competently trained staff; it is, however, important to place on record that it is increasingly difficult to recruit competent staff in the Information and Communications environment.

The information systems are audited by the external auditors annually to ensure that the system controls were effective throughout the financial period under review.

The University also embarked on an Oracle System Controls improvement project. During this project the system controls were analysed, evaluated and, where necessary, improved.

In utilising electronic technology to conduct transactions with staff, students and third parties, control aspects receive close scrutiny. There are procedures in place that are designed and implemented to minimise the risk of fraud or error.

As part its strategic trusts, the University embarked on a formal risk management process during 2007. This process entailed assessing the risks of the University, evaluating these risks and recording these risks in an integrated institutional Risk Register. The Risk Register is divided into operational and strategic risks; each member of the Executive Management is responsible for mitigating strategies for the risk in their area of responsibility. The University embarked on this process in order to assist in the management of the institution, which includes the maintenance of effective systems of internal control and the allowance of risk-based internal audits.

Based on the identified risk areas, the internal auditors prepare a risk-based internal audit plan on an annual basis: this plan is approved by the Audit and Risk Committee of Council. The internal auditors monitor the operation of internal control systems on a continual basis and report findings and recommendations to Management and the Audit and Risk Committee of Council. Corrective actions are taken to address control deficiencies and systems are continually assessed to identify opportunities for improvement. The Council, operating through its Audit and Risk Committee, oversees the financial reporting process.

Financial business processes were analysed and evaluated during the year, so as to ensure that all financial transactions were performed cost-effectively. Certain processes were changed to ensure better transaction flow at lower costs. There are inherent limitations to the effectiveness of any system of internal control, including the possibility of collusion, human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance, with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances.

The University assessed its internal control systems as at 31 December 2009. Based on this assessment, the University of Johannesburg believes that, as at 31 December 2009, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets are adequate and ensure proper financial governance.

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the bottom.

Jaco van Schoor

Executive Director: Financial Governance and Revenue

SUPPORT SERVICES

The following reports are reflected in this section:

- Report on Advancement;
- Report on Human Resource Management;
- Report on Operations;
- Report on Information and Communications Systems (ICS);
- Report on Administration and Governance (Registrar's portfolio).

REPORT ON ADVANCEMENT

Strategic plan

The strategic objective for Institutional Advancement in 2010 rests on five pillars:

- building the UJ brand through effective marketing, brand, events and communication strategies;
- developing and maintaining mutually beneficial relationships with key local and international stakeholders;
- increasing donor funding to the University;
- marketing UJ to undergraduate, postgraduate and international students in terms of defined strategic indicators;
- positioning UJ as a leader in Arts and Culture.

Progress review

In terms of the above, independent research showed that generic and focused above-the-line advertising campaigns resulted in brand recall (UJ in the mind of its audiences) at 30% (down from 38% in 2008) and brand resonance (audiences wanting to be associated with UJ) at 78% (75% in 2008). Both are good results: the former reflecting the decrease in advertising expenditure because of budget cuts in 2009. UJ was rated second "coolest" brand out of the top 10 SA universities in the annual Sunday Times *Generation Next Brand* survey. This was particularly gratifying, considering UJ has only been in existence for four years. Additionally, the UJ Marketing and Brand Management team took top honours for its Integrated Marketing Campaign at the Marketing, Advancement and Communication in Education (MACE) Excellence Awards in October 2009.

Below-the-line brand support included more than 100 events at UJ in 2009, including high-profile visits such as those from President Zuma, the Ministers of Education and, in a first for Africa, the President of Harvard University, Professor Drew Faust. Numerous public lectures and debates took place, including those hosted through the UJ Public Platform for Deliberation. In partnership with the SABC, UJ hosted a series of 15 pre-election debates, which were televised live in prime time – a first for South Africa. Numerous UJ staff contributed to public discourse and brand development through inaugural lectures and various public engagements, notably using local and international media platforms.

On the communication front, media queries were professionally managed and relationships were built with key sector journalists. The UJ Corporate Identity manual was completed in 2009 and published online, with training for staff undertaken by the Brand Office. A *UJ Experts' Directory* was compiled and published online. According to SA Monitoring, UJ media visibility more than doubled in 2009, compared to the previous year.

A R4,5 million UJ web redevelopment plan was approved and work continued on the new UJ site throughout the year, while the web team continued to maintain the old open source website at the same time.

A cultural integration staff communication campaign was designed, approved and rolled out and various communications plans, such as that for the revamping of the Soweto Campus, were developed and implemented.

All UJ internal and external publications were strategically realigned, upgraded, redesigned and placed online.

The Alumni Office in Strategic Partnerships increased paying alumni membership by 15% in 2009 and hosted successful regional functions in five cities. This office provided R158 000 in bursaries during the year.

The Community Engagement (CE) Office completed UJ's first internal and external audits of 247 CE projects at the University and oversaw the movement of CE projects from the CE Office to the faculties. It assisted in the drafting of a new CE Policy for UJ, which was approved by Senate, and the CE chapter for the HEQC Audit of the University.

15 agreements were signed with international institutions and a further six from Brazil were in process by year end. A visit to Brazil by a team of UJ researchers was successfully managed, as was a visit to Swaziland. Additionally, UJ hosted 10 international institutional visits.

A "Study Abroad" programme proposal, to be implemented in 2010, was prepared and served at the MEC.

The Development Office reported internally audited donor income for 2009 of R56,2 million (2008: R28 million), over 100% more than the previous year. Of this, R15,3 million, or 27%, was raised directly by Advancement. These results are particularly gratifying given the economic downturn during the year under review and the fact that the Office had only one permanent staff member. The founding document for a UJ Foundation was finalised in 2009 and a Development Committee was established and operationalised by Advancement. Stewardship and Bequest programmes were put in place and the Development Office engaged with 101 potential donor companies.

Advancement wrote a Naming and Renaming Policy, which was approved by Council, and established a high-level Naming Committee. The first namings and renamings will roll out in 2010.

Student Marketing visited 330 schools during 2009, while 124 Life Orientation teachers and eight school principals visited UJ. The University participated in 26 national exhibitions and 50 school career days. For the first time, the UJ Open Day was held on all four campuses and all Student Marketing and faculty marketing activities were strategically aligned. Successful faculty open days were also held on all four campuses.

Arts and Culture arranged eight exhibitions in the UJ Gallery and the UJ Choir performed at 18 concerts in Johannesburg, 12 graduation ceremonies and numerous other events. UJ Arts and Culture facilities hosted 107 productions and 16 student Arts and Culture companies were active.

Gaps

The two major gaps in the Advancement Division's overall ability to function optimally in 2009 were the absence of an efficient UJ web platform and the inability to fill key strategic positions with suitably qualified candidates. The former has been addressed and the latter will hopefully be resolved in 2010.

Employee profile

At year end 2009, the Division had 51 staff members, of which 43,13% are white and 66,86% are black. The demographic breakdown was as follows: six white males (11,76%), 16 white females (31,37%), eight black males (15,68%) and 21 black females (41,17%).

During the year under review, one senior manager was redeployed, one staff member resigned and one retired. The year ended with ten vacancies.

Client profile and business analysis

Advancement's clients are all the internal and external stakeholders of the University. This includes students and potential students; staff; alumni; donors and potential donors; parents; fee-payers; local, regional and central government; the diplomatic corps; media; and the general public. Our business is to create positive awareness of the UJ brand among our stakeholders, maintain corporate identity, develop and maintain partnerships locally and internationally and raise money for the University.

Governance review

The Division reports to the DVC: Research, Innovation and Advancement. Regular operational meetings are held with the DVC and similar meetings are held with the Executive Director: Advancement and the five senior managers reporting to his office. Additionally, the Head of the Public Platform for Deliberation, Dr Xolela Mangcu reports to the Executive Director. Additionally the Executive Director meets individually with section heads, on an informal basis, to follow up on day-to-day issues within each section.

The Advancement budget for 2009 and actual expenditure reflected a surplus:

Budget for 2009 R53 788,228

Actual expenditure 2009 R48 532,280

Surplus R 5 255,948

Quality

Independent brand awareness research is conducted annually to ensure that marketing strategies are research-based and that the Advancement Division achieves its objectives of adding to the brand value of the institution. This research is conducted to measure success and growth. Additionally, campaigns are informally researched before being launched to ensure messages are understood by the specific market.

All Advancement media platforms are benchmarked against peer institutions, through the MACE Excellence Awards programme.

Risk management

During the year under review, all risks associated with the Division were audited for the first time and mitigation strategies were identified and implemented. The outcome was that the Division identified 19 risks at the onset of the process. Measures were put in place to mitigate the risks and all but two were addressed and removed from the University's Risk Management Register.

Strategic thrusts for 2010

Marketing, Brand and Events

- build the UJ brand internally;
- develop the brand further externally;
- maintain corporate identity across the institution.

Communication Services

- manage the reputation of the University;
- maintain and enhance tactical alliances in the media;
- establish online UJ media relations;
- develop a new website in line with UJ strategic objectives;
- redesign Intranet to align visually with website and populate with content;
- align UJ publications strategically;
- establish online interactive versions;
- develop and implement internal communication plans;
- roll out Cultural Integration Project;
- archive photo and video material;
- develop an interactive photo gallery on the UJ website.

Strategic Partnerships

- focus on active partnerships (local/international);
- grow paying alumni cohort;
- implement UJ Community Engagement Policy;
- conduct annual CE impact surveys and audits;
- establish effective record management system;
- grow international footprint (i.e. Study Abroad programme);
- increase general donor funding;
- increase unencumbered donations;
- finalise and activate UJ Foundation;
- investigate and support possible Capital Campaign for DFC;
- track incoming funds systemically;
- maintain effective Stewardship programme;
- roll out Bequest programme.

Student Marketing

Revisit Student Marketing strategy to:

- increase innovation such as e-marketing opportunities;
- increase SET student enrolment;
- increase Afrikaans student enrolment;

- increase white student enrolment;
- attract students with higher APS scores;
- increase postgraduates to 6 500 in 2010 in support of Faculties;
- increase international students to 1 800 in 2010 in support of new International Office.

Arts and Culture

- produce a musical, drama, contemporary dance and large choral work annually;
- provide UJ students with professional training in the performing arts disciplines on all campuses;
- produce new or commissioned works;
- maintain the Sundowner Concert series and seek a sponsor for the series;
- exhibit cutting-edge contemporary South African and international artists;
- increase the UJ art collection holdings;
- improve and/or extend Arts and Cultures' facilities on all campuses.



Kerry Swift (Mr)
Executive Director: Advancement

REPORT ON HUMAN RESOURCE MANAGEMENT

Introduction

There is growing focused attention among universities on reviewing and assessing what the human resources division does and how it adds value to core business, as universities increasingly compete for appropriate skills and seek to define their own location and even ranking in the international knowledge economy.

In this regard, the year under review, has seen the HR Division continue its restructuring process, which is to be concluded in the first quarter of 2010. The restructuring process has, at its core, the adoption of an expanded HR Business Partnering approach, with the aim of positioning HR strategically within the University, through strategic, tactical and operational interventions.

However, HR has, in particular at management level, struggled not only to attract the appropriate calibre of talent within the environment, but also to retain it. The year 2009 saw the HR Division having to operate, on two separate occasions, without the relevant line management at executive leadership level. Thus, the expected focus and streamlined drive of critical institutional projects, such as harmonisation and development of post-merger HR strategies and policies supporting all aspects of talent management, has had significant gaps. The year 2009 then also ended with robust plans being put in place to address this aspect, in the endeavour to reposition HR to be aligned with the key UJ strategic thrusts. It ended with HR making a conscious cognitive shift, in terms of: a better understanding of the HR role within the bigger higher education national landscape after the merger; the international HR trends within academia; the particular UJ customer needs after five years, as institutional leadership revisits and reviews the identity and essence of being the University of Johannesburg; and more importantly, the direct HR implications for our own professional growth, capacity development and relocation within the institution, as a strategic partner.

Notwithstanding the challenges, the HR Division made significant progress and the highlights for the year 2009 include the following:

- approval of the HR restructuring process by MEC, with the implementation of the HR model to take place in 2010;
- a total of 461 positions advertised, of which 45% were in the academic environment;

- a performance management development process, proposed for implementation in the University in 2010;
- training and development interventions introduced, including discretionary grants to the value of R1,6 million secured from ETDP SETA;
- substantive agreements concluded in the first quarter of the year;
- 15 CCMA cases referred to the CCMA and only one case lost;
- 505 harmonisation queries received and dealt with: a project plan is in the drafting phase to cover environments that were not harmonised, e.g., extra curricula and technical positions;
- Significant time was spent using the Human Resources Information System (HRIS) to ensure the implementation of the harmonisation process: an electronic temporary appointment process has also been developed via the Oracle system;
- cultural integration and executive leadership development projects co-driven by HR have yielded positive results, as evident in the survey on views and progress of the Cultural Integration Project conducted in November 2009 by the Pro Vice-Chancellor's office and in the continued interest by the ELG in the Executive Leadership Development Programme to participate further in the renewed contract for the coaching intervention. This has even been extended to include some middle managers from various departments.

As the HR Division moves forwards, it aims and commits to deliver on core business results and to share accountability for UJ's success in terms of the following:

The UJ brand

- promoting the UJ brand in its role as the face of UJ and first point of contact for entry employees;
- driving an invitational approach and upholding a "people first" philosophy, thereby assisting UJ to become the employer of choice.

Teaching and learning and research

- primarily driving an engaged, vigilant UJ talent management strategy, as we attract and recruit appropriate talent and continually seek to develop and retain talent professionally.

Community engagement and strategic partnerships

- contributing largely to the reputation and stature of the university as the public face both internally and externally and facilitating; co-ordinating the institutional transformation agenda; and guiding diversity, cultural integration and change management interventions;
- engaging strategically with communities in academia, research institutes, industry, business and government, who share an interest in creating value through human capital.

Staff profile

An area of particular concern for the Division is an HR professional profile that largely has the benefit of long-term experience in the same environment, yet does not quite meet the appropriate qualifications and skills mix required of a robust HR environment within an academic set up that is on the move, such as at the University of Johannesburg. The equity profile also does not meet the UJ equity benchmarks.

The Division had a total of 61 members of staff in 2009. This comprised 41 permanent staff, 14 temporary staff and six contract staff by December 2009.

Table 48: Employee profile analysis

Headcount	Contract	Permanent	Temporary	Total
HR headcount – January 2009	7	42	5	54
HR headcount – December 2009	6	41	14	61
Difference	-1	-1	9	7

Employees leaving the HR environment were due to resignations (five), death (one), retirement (one), dismissal (one) and end of contract (two). There were a number of appointments made within HR, of which five were permanent, two were on contract and 17 were temporary.

Talent management

Talent management was structured to include the following functions: performance management; resourcing, training and development; and employee wellness.

Performance management

With the conclusion of the harmonisation agreement, it was decided that UJ will implement a performance management system by March 2009. Due to delays in harmonisation implementation, this deadline was moved to a later date. The agreement further highlighted engaging in the link between performance management and reward. A performance management development process was proposed for implementation in the University during 2010 and approved by the MEC during November 2009.

Resourcing

A total of 461 positions were advertised during 2009, of which 45% were in the academic environment. The majority of advertisements were placed during September to November and again in January 2010.

Table 49: Positions advertised, 2009

Month	Academic		Support	
	Advertisements	Appointments	Advertisements	Appointments
January	14	7	23	22
February	16	9	12	7
March	11	6	25	18
April	27	13	14	14
May	14	9	20	12
June	7	4	19	13
July	21	10	17	12
August	8	5	10	6
September	32	24	32	24
October	34	29	34	24
November	19	9	46	34
December	0	0	0	0
Total	203	125*	252	186
		62%		74%

Note: Appointments that have not yet been concluded awaiting MEC approval and work permits were not included in the figures above.

Training and Development

ETDP SETA discretionary grants

Discretionary grants to the value of R1,6 million have been secured from ETDP SETA. The funds were used for staff development in different areas.

Table 50: Discretionary grants

Project	Beneficiaries	Training provider	Cost (Rands)
Assessor course	20	UJ Faculty of Management, IPPM Extra Curricular	300 000
Project Management	20	UNISA	300 000
Master's and doctorates	50	All HEIs besides UJ	1 000 000
Total	90		1 600 000

No costs were incurred by UJ or the Human Resources Division. Lists of the actual delegates are available on request.

Skills Development and Training Committee meetings

Skills Development and Training Committee meetings were held in 2009, which representative employees and managers from the faculties, divisions and campuses attended. Reports on training and development projects and initiatives staff undertook within their sections were provided.

Scarce and critical skills

HR engaged with UJ deans and directors in order to identify and report on the scarce and critical skills shortages with the UJ environment. This project was also extended to all 22 other higher education institutions in order to identify the scarce and critical skills shortages experienced within the higher education sector. This information will be summarised in the mini Sector Skills Plan for Higher Education, which highlights the employee profile, skills shortage areas and skills needs within higher education.

EMP201 forms

The employer skills development levies liability forms were submitted to the ETDP SETA office, so that UJ may recover its mandatory grant of approximately R3,5 million (50% of the 1% of payroll paid to SARS).

Learnerships

The following employees and unemployed people carried out learnerships during 2009:

- Seven employees (APK – three; DFC – three; APB – one) attempted their final assessments during October 2009 for the National Certificate in Electrical Engineering NQF 4 with the training provider, SAJ.
- Seven employees (three plumbers; three painters; one carpenter) attempted their trade tests from 7 September to 9 October.
- Two PDI, unemployed carpenters underwent final assessments with the training provider, Unique Training Solutions. They may be accommodated within the UJ Operations structure.
- 15 successful Horticulture employees received Competency Certificates via Physical Support: Gardeners' Unit.
- In partnership with the UJ Library managers, a proposal for Binding Learnerships was drafted to send to the ETDP SETA.

The UJ Learnerships Project was funded entirely by ETDP SETA.

HR short courses

The following short courses were facilitated by a variety of internal and external training providers.

Table 51: Short courses

Short course title	Date	Training provider	Number of beneficiaries
Time Management	25 March 8 July	Kumalo Green	12 15
MS Access	13 – 15 July	UJ – Rehana	11
MS PowerPoint	21 – 23 July	UJ – Rolene	12
Service Excellence	28 July 14 September	CBM Training	23 10
Finance for Non-Finance Managers	19 May 18 June 3 August	Astrotech	21 12 16
MS PowerPoint	18 – 20 August	UJ – Rolene	19
Power Speaking	14 May 15 July 20 August	Voice Clinic	14 23 13
HR for Non-HR Managers	24 June 24 August	Astrotech	12 14

Customer Service	26 August	CBM Training	13
Project Management	25 – 26 May	Kumalo Green	17
	27 – 28 May		26
	20 – 21 July		23
	5 – 5 August		46
	1 – 2 October		13
Business English Writing Skills	15 April	Kumalo Green	17
	9 June		17
	12 August		11
	6 October		7
HIV & AIDS Staff Peer Educators	10 June	SAIL	8
	31 August		8
	3 September		9
Effective Secretary/PA	26 – 27 March	CBM	15
	29 – 30 June		24
	7 – 8 October		10
Conflict Management	24 March	SAIL	10
	13 July		22
	16 July		8
	7 September		13
Personal Finance Management	3 June	PsyCaD	9
	17 August		12
Stress Management	4 June	PsyCaD	10
	7 August		12
Workplace Violence	29 July	PsyCaD	4
Service Excellence	14 September	CBM Training	10
Agenda & Minute Writing	6 May	UJ – Magdel	16
	20 May		11
	22 July		9
	15 September		10
	5 October		11
MS Word Beginners	6 – 8 April		25
	28 – 30 July		17
MS Word Intermediate	11 – 13 May		21
	6 – 8 October		8
MS Word Advanced	9 – 11 June		23
MS Excel Beginners	14 – 16 April	Rehana/Rolene	19
	28 – 30 April		10
	15 – 17 September		26
MS Excel Intermediate	20 – 22 May		35
	13 – 15 October		14
MS Excel Advanced	23 – 25 June		28
	19 November		15
Ms PowerPoint, Outlook, email and Internet	17 – 19 June		17
	21 – 23 July		13
	18 – 20 August		21
MS Office 2007 (Migration)	9 March		13
	24 April		9
	25 May		13
MS Excel	15 – 17 September	UJ – Rolene	26
Keyboard Skills	2 – 4 June		10
MS Access	13 – 15 July		16
	11 – 13 August		13
Basic Conversation in isiZulu	20 March		24
Total Beneficiaries			1074

Adult Basic Education and Training (ABET)

The ABET project was run on four UJ campuses and, of the 108 employees enrolled in the ongoing ABET project, 11 of them wrote the National IEB Examinations at NQF Level 1 (ABET Level 4) in 2009 in the learning areas of either Communication Literacy or Communication Numeracy or both. A certificate handover ceremony is planned for April 2010.

The progress of the learners in terms of attendance, active participation and performance was monitored monthly and reported on as "progress percentages" by the ABET facilitators. The table below reports on progress percentages per ABET Level.

Table 52: Adult Basic Education and Training

ABET Level	APB (%)	SWC (%)	APK (%)	DFC (%)
Level 1	80	n/a	100	80
Level 2	100	80	100	75
Level 3	70	100	76	70
Level 4	100	80	65	64

According to a SWOT analysis, the following are the strengths, weaknesses, opportunities and threats of the ABET project, which is primarily attended by support services staff.

Table 53: HR strengths, weaknesses, opportunities and threats

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> There is consistency in classes, facilitators and the Media Works programme. Line managers have a positive attitude towards the ABET project. 	<ul style="list-style-type: none"> Drop-outs increase when the project is threatened or when facilitators change. A facilitator had to be replaced at SWC. 	<ul style="list-style-type: none"> Employee skills are improving in literacy, numeracy and computer usage. Some drop-outs returned after a motivational talk. Employees gain critical thinking skills. 	<ul style="list-style-type: none"> Line managers (of outsourced suppliers) requested payment for ABET classes and learners rebelled by dropping out. APB classes were affected by load shedding. Challenges experienced during 2009 (lack of support for ABET at UJ) may result in poor enrolment for the 2010 ABET project.

Employee relations

Negotiations and agreements

The 2009 substantive agreement was concluded on 26 March 2009 and although the parties had committed to concluding the 2010 agreement no later than 31 December 2009, substantive negotiations between Management and trade unions, which began in mid-October 2009, are ongoing and it is hoped that they will be finally concluded at a meeting to be held on 17 March 2010. All drafts of reviewed employee relations related policies are in place, subject to the SIS amendments being gazetted, MEC giving the necessary consent and the obligatory consultations with organised labour being adhered to.

Consultation and Problem Solving Forum

The CPSF has been in place since 2006 and it meets on average once per month. There was some disruption in its activities in the period between the National Education, Health and Allied Workers' Union (NEHAWU) AGM in September 2009 and the end of the year (2009), as the NEHAWU delegation did not honour meetings on at least three occasions, which meant that the business of the Forum

could not progress as there was no quorum. Various matters are discussed, including UJ policies and procedures. Agenda items usually include the following:

- disciplinary and grievance reports;
- operational issues, e.g., parking on all campuses, physical space for learning;
- overtime during University recess;
- medical aid;
- employment equity;
- performance management;
- harmonisation.

Report on CCMA cases

Of the 15 cases that were referred to the CCMA between January and December 2009 that proceeded to either formal conciliation or arbitration, only one case was lost: wherein UJ was instructed to re-employ the applicant and pay him six month's back-pay. The disciplinary and grievance statistics are reflected in the table below.

Table 54: Formal Disciplinary hearings data from January 2009 to Current 17 hearings

Hearing Outcome	Charges
Dismissal	Absent without notice
Dismissal	Gross dishonesty/misrepresentation
Dismissal	Absent without notice
Dismissal	Theft
Dismissal	Gross insubordination/dereliction of duty
Dismissal	Gross dishonesty/fraud
Dismissal	Gross dishonesty/fraud
Dismissal	Gross dishonesty
Dismissal	Robbery with aggravating circumstances
Dismissal	Absent without notice
Resignation	Continued absences
Resignation	Misconduct
Final Written warning	Misconduct
Resignation	Misconduct
Outcome pending	Sexual harassment
Outcome pending	Sexual harassment
Outcome pending	Theft
Total	17
Labour Court matters	1
CCMA matters	15

Human Resource services

Harmonisation implementation

In July 2009, HR received a total of 505 queries which were classified as follows:

- salary queries (24, 6%);
- position queries (20%);
- position and grade queries (21, 5%);
- Other (33%).

Most of these appeals have been finalised, with the exception of some of the salary-related cases.

Environments still to be harmonised

It should be noted that, a number of environments were excluded from Phase Two Harmonisation implementation due to financial constraints; however, these environments will be harmonised during 2010.

Technical positions: laboratories

A project was started with the faculties of Science, FEBE, FADA and Health Sciences to look at the technical environment. The aim of the project was not only to standardise job profiles and grading of

these positions, but also to look at the possibility of a career path in this specialised environment. The Faculty of Science served as the pilot for this study. It is envisaged that the project will be completed by the end of April 2010 for implementation.

Extra-curricular positions in faculties

A separate project was initiated to look at the administrative extra-curricular positions within faculties. This aspect was not covered during the Accenture process. The completion of this project will only be in 2010.

Human Resources Information System

HRIS has spent significant time on ensuring harmonisation implementation on the system. This went hand-in-hand with a data cleanup process during October and November.

The temporary process has been developed further on Oracle to ensure the appointment of temporary staff is decentralised to the faculties and divisions, with the necessary governance and controls within the HR environment to support the process.

Metrofiling and ImageNow

A project team has been set up within HR to start working on categorising HR data, scanning archives, as well as working on electronic document management within the filing division. The project will be finalised and implemented in 2010.

Human Resources' Business Partner Model

A comprehensive Service Level Agreement (SLA) has been drafted and one-on-one discussions with executive deans and executive directors about the SLA have taken place. In principle, agreement on the SLA has been reached.

Other projects in Human Resources

Cultural Integration Project

The MEC identified cultural integration as one of the strategic priorities for the University in 2008. A recommendation was made by the MEC that a Project Steering Committee be established to assist the Management Executive of the University with the Cultural Integration Project. The aim was to establish an enabling institutional environment that would allow for maximum cultural integration and Living the UJ Values.

During 2009 various initiatives took place to take this process further:

- A successful communication strategy was developed.
- A pilot workshop for the Project Steering Committee was conducted in March 2009.
- 12 workshops were conducted over a period of four months, reaching 270 employees on middle and senior management level within the university.
- Personal interviews were conducted with line managers and other important stakeholders on all four campuses.
- On 21 September 2009, a four-hour session was conducted with ELG members. The purpose for this meeting was to discuss the implementation of the Cultural Integration Project within their domains.
- From 12 to 15 October 2009, seven two-and-a-half-hour workshops were conducted with the 40 peer educators (leaders) identified by the line manager's to assist them in taking the cultural integration process further.
- Various other initiatives have been identified that must still take place this year and early next year:
 - ~ specific interventions in Human Resources and also in the Sport Department, Protection Services and Operations;
 - ~ a one-day workshop will be held with the peer educators as a follow-up.

Executive Leadership Development Programme

The Executive Leadership Development Programme consists of three components: Individual Coaching, Team Development and Executive Leadership Development. In 2009 the focus was on Coaching and Team Development and it is envisaged that the Executive Leadership Development component will be implemented in 2010.

Individual Coaching Project

During 2009, 20 members of the Executive Leadership Group participated in the Individual Coaching Project presented by the Coaching Centre. The aim of the individual coaching is to explore one's own personal operating system and to assist one in developing an integral operating system that includes multi-perspective thinking, in order to engage with challenges and develop new ways of dealing with them.

ELG Team-Building Workshop

The workshop was conducted by Prof Theo Veldsman and Ms Aletta Odendaal from the Department of Industrial Psychology and People Management. The theme for this first ELG Team-Building Workshop was *to embark on a team development journey in our endeavour to be a high performance ELG team that will deliver outstanding results*.

Internal HR projects

Standardisation of Titles and Grades framework for UJ: the final phase of the Integration and Renewal Project was to standardise titles and grades to be used as a framework for the University. The framework was finalised in 2009 and served as the basis for the completion of Phase Two of the Harmonisation for a new Remuneration Dispensation for the University.

Benchmarking with other universities

- The UJ HR team started with a benchmarking project with the northern universities, where focus is on university structural, policy and staff benefit items. A report was submitted to HESA – HR Directors' Forum and it was decided to implement this project at all higher education institutions in South Africa.
- UJ started a Performance Management Forum with northern universities to share process and environmental challenges and to find solutions across the sector.

Governance and risk management review

The Human Resources Department identified the following key focus areas in terms of HR risk:

- the role of HR in a tertiary and UJ environment;
- policy and business process improvement;
- workplace effectiveness;
- talent management;
- employee brand;
- HR technology solutions;
- employee engagement;
- transformation;
- risk management.

As per the key focus areas for HR during 2010, the focus will be on delivering a strategic service, thereby ensuring risk issues are addressed in all policies and processes and focus is put on workplace effectiveness.

Human Resources is, as an additional risk measure, bound by the governance provided by the following:

- MEC approval for any policy documents;
- MECO and MECA engagement and decisions as in the minutes for HR actions;
- executive HR meetings as per the meeting minutes;
- monthly meetings within the specific units within HR;
- Consultative and Problem-Solving Forums with representation from all three unions as per the minutes.

UJ EMPLOYEE PROFILE

Equity profile

The employment equity profile of the University reflects 2 807 permanent and fixed contract employees of which 1 354 (50%) are females and 1 353 (50%) are males. This percentage excludes the 100 foreign national employees. A total of 749 permanent female employees are white (55%) and most (N = 535)

of the permanent male employees are also white. A total of 4 049 employees are non-permanent, of which 240 employees are foreign nationals. A total of 1 972 of the non-permanent employees are female (52%), while 887 are white males (this figure excludes the 240 foreign nationals).

The majority of female employees at UJ are permanently employed in clerical positions, followed closely by professional positions. 77% of all permanent staff are from the designated groups.

Table 55: UJ employment equity profile as at 11 December 2009

Occupational category	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Legislators, senior officials and managers	14	8	11	79	112	37	10	6	53	72	2	239	5
Professionals	78	26	45	346	495	120	15	32	167	348	85	1 095	8
Craft and related trade workers	2	0	0	1	3	68	7	0	75	16	1	95	0
Technicians and associate professionals	27	3	7	36	73	81	9	8	98	47	5	223	1
Clerks	171	71	40	279	561	98	10	3	111	25	6	703	5
Plant and machine operators and assemblers	0	0	0	0	0	71	0	0	71	0	0	71	2
Elementary occupations	84	1	0	2	87	103	2	0	105	1	1	194	2
Service and sales workers	16	1	0	6	23	138	0	0	138	26	0	187	0
Total	5,72% 392	1,60% 110	1,50% 103	10,92% 749	19,75% 1 354	10,44% 716	0,77% 53	0,71% 49	11,93% 818	7,80% 535	1,46% 100	40,94% 2 807	0,34% 23
Non-permanent	11,73% 804	1,15% 79	1,18% 81	14,70% 1 008	28,76% 1 972	12,30% 843	0,58% 40	0,98% 67	13,86% 950	12,94% 887	3,50% 240	59,06% 4 049	0,10% 7
Total	17,44% 1 196	2,76% 189	2,68% 184	25,63% 1 757	48,51% 3 326	22,74% 1 559	1,36% 93	1,69% 116	25,79% 1 768	20,74% 1 422	4,96% 340	100% 6 856	0,44% 30

Table 56: UJ employment equity profile for permanent and contract employees

Race	2008		2009	
	Male	Female	Male	Female
African	25,4% 704	13,1% 363	25,5% 716	14,0% 392
Coloured	1,9% 50	4,0% 112	1,9% 53	3,9% 110
Indian	1,8% 46	3,2% 89	1,7% 49	3,7% 103
white	20,0% 554	27,8% 769	19,0% 535	26,7% 749
Foreign national	2,8% 77		3,6% 100	
Total	100% 2 764		100% 2 807	

Table 57: UJ employment equity profile for temporary employees

Race	2008		2009	
	Male	Female	Male	Female
African	17,0% 626	15,2% 559	20,8% 843	19,9% 804
Coloured	0,7% 26	1,4% 50	1,0% 40	2,0% 79
Indian	1,5% 55	2,6% 95	1,7% 67	2,0% 81
white	24,0% 882	30,4% 1 117	21,9% 887	24,9% 1 008
Foreign national	7,3% 269		5,9% 240	
Total	100% 3 679		100% 4 049	

Executive Management

A total of three executive appointments were made: Executive Director: Operations (white male), Executive Dean: Faculty of Management (white male) and DVC: Strategic Services (African female). A total of two executive managers resigned, of which one was an African female and one a Coloured male.

Academic employees

124 academic appointments were made, of which 29% are African, 38% are white, 14% are Indian, 4% are Coloured and 15% are foreign nationals.

Table 58: Permanent and contract academic appointments

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	0	0	1	1	2	0	0	0	0	0	0	2	0
DIPQP	0	0	0	0	0	0	0	0	0	0	1	1	0
Art, Design & Architecture	0	0	0	2	2	0	0	0	0	0	0	2	0
Economic & Financial Sciences	4	0	1	7	12	6	0	3	9	5	1	27	0
Education	0	0	4	1	5	1	2	1	4	1	0	10	0
Engineering & the Built Environment	2	0	0	3	5	3	0	0	3	3	9	20	1
Health Sciences	3	0	1	2	6	3	0	0	3	3	0	12	0
Humanities	0	0	0	5	5	2	1	2	5	2	3	15	0
Law	0	0	0	3	3	1	0	0	1	0	0	4	0
Management	0	0	1	3	4	5	1	2	8	3	2	17	0
Science	4	0	1	2	7	2	1	0	3	1	3	14	0
Total	10,5% 13	0,0% 0	7,3% 9	23,4% 29	41,1% 51	18,6% 23	4,0% 5	6,5% 8	29,0% 36	14,5% 18	15,3% 19	100% 124	0,8% 1

The majority of academic employees promoted during 2009 were white (64,7%). The distribution between male and female promotions was equal (50% each).

Table 59: Academic promotions

Faculty	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Economic and Financial Sciences	1	0	0	0	1	1	0	0	1	0	0	2	0
Engineering and the Built Environment	0	0	0	0	0	0	0	0	0	1	1	2	0
Health Sciences	0	0	0	1	1	0	0	0	0	1	0	2	0
Humanities	0	0	0	1	1	0	0	0	0	1	0	2	0
Management	0	0	0	1	1	0	0	0	0	0	1	2	0
Sciences	0	0	0	3	3	1	0	0	1	2	1	7	0
Total	5,9% 1	0,0% 0	0,0% 0	35,3% 6	41,2% 7	11,8% 2	0,0% 0	0,0% 0	11,8% 2	29,4% 5	17,7% 3	100% 17	0,0% 0

The majority of resignations (48,5%) in the academic environment were white employees, of which more than 50% were male.

Table 60: Academic resignations

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	0	0	0	0	0	1	0	0	1	0	0	1	0
Art, Design & Architecture	0	0	0	0	0	0	0	0	0	2	0	2	0
Economic & Financial Sciences	0	0	0	5	5	2	1	0	3	2	1	11	0
Education	2	0	1	0	3	1	0	0	1	1	1	6	0
Engineering & the Built Environment	0	0	0	0	0	1	0	1	2	4	1	7	0
Health Sciences	2	1	0	1	4	0	1	0	1	0	0	5	0
Humanities	0	1	0	2	3	1	0	0	1	2	0	6	0
Law	0	0	1	0	1	1	1	0	2	1	0	4	0
Management	1	0	1	4	6	1	0	1	2	3	2	13	0
Science	1	0	0	2	3	3	0	0	3	3	2	11	0
Total	9,1% 6	3,0% 2	4,6% 3	21,2% 14	37,9% 25	16,7% 11	4,6% 3	3,0% 2	24,2% 16	27,3% 18	10,6% 7	100% 66	0,0% 0

Table 61: Academic retirement/ill health/deceased

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	0	0	0	1	1	0	0	0	0	0	0	1	0
Economic & Financial Sciences	0	0	0	0	0	1	0	0	1	0	0	1	0
Education	1	0	0	1	2	0	0	0	0	0	0	2	0
Engineering & the Built Environment	0	0	0	2	2	0	0	0	0	4	0	6	1
Humanities	0	0	0	0	0	0	0	0	0	2	0	2	0
Management	0	0	0	0	0	0	0	0	0	1	0	1	0
Science	0	0	0	2	2	1	0	0	1	0	0	3	0
Total	6,3% 1	0,0% 0	0,0% 0	37,5% 6	43,8% 7	12,5% 2	0,0% 0	0,0% 0	12,5% 2	43,8% 7	0,0% 0	100% 16	6,3% 1

Non-academic employees

Approximately 60% of all non-academic appointments were African, while a further 18% were either Indian or Coloured. 4% of appointments were foreign nationals. 89% of all non-academic appointments were from the designated groups.

Table 62: Non-academic permanent and contract appointments

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	4	1	0	5	10	0	1	1	2	1	1	14	0
Advancement	1	0	1	1	3	0	0	0	0	1	0	4	0
Central & Academic Administration	4	1	1	0	6	11	1	0	12	2	0	20	0
Finance	3	3	2	2	10	3	0	0	3	0	0	13	0
Health & Wellness	1	0	1	2	4	1	1	0	2	0	0	6	0
Human Resources	2	0	0	1	3	0	1	0	1	0	1	5	0

Information & Communication Systems	2	0	1	1	4	7	1	1	9	4	0	17	0
Institutional Planning & Quality Control	0	0	1	0	1	0	0	0	0	0	1	2	0
Library & Information Centre	8	1	1	1	11	1	1	0	2	0	0	13	0
Operations	5	1	0	2	8	23	0	0	23	1	0	32	0
Research & Innovation	2	0	0	0	2	0	0	0	0	1	0	3	0
Student Affairs	5	0	0	0	5	2	0	1	3	0	2	10	0
UJ Sport	0	0	0	2	2	0	0	0	0	0	0	2	0
Art, Design & Architecture	0	0	1	0	1	0	0	0	0	0	0	1	0
Economic & Financial Sciences	1	0	0	0	1	1	0	0	1	0	0	2	0
Education	1	0	0	0	1	0	0	0	0	0	0	1	0
Engineering & the Built Environment	1	0	0	0	1	2	0	0	2	1	0	4	1
Health Sciences	0	0	1	0	1	0	0	0	0	0	1	2	0
Humanities	0	0	0	1	1	0	0	0	0	0	0	1	0
Law	0	1	1	0	2	0	0	0	0	0	0	2	0
Management	4	0	0	0	4	1	0	0	1	0	0	5	0
Sciences	1	0	2	1	4	3	0	0	3	0	1	8	0
Total	45	8	13	19	85	55	6	3	64	11	7	167	1

44% of all resignations in the non-academic environment were from African employees, while 35% were from white employees.

Table 63: Non-academic resignations

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	1	1	1	3	6	1	0	0	1	0	0	7	0
Advancement	0	1	0	1	2	0	0	0	0	1	0	3	0
Central & Academic Administration	3	1	0	0	4	3	1	1	5	2	0	11	0
Finance	0	0	0	0	0	2	0	0	2	0	0	2	0
Human Resources	0	0	0	0	0	1	0	0	1	0	0	1	1
Information & Communication Systems	0	0	0	1	1	1	0	0	1	1	0	3	0
Library & Information Centre	4	1	0	1	6	0	1	0	1	0	0	7	0
Operations	0	0	0	2	2	4	0	0	4	3	0	9	0
Research & Innovation	0	0	0	1	1	0	0	0	0	0	0	1	0
Student Affairs	0	0	0	1	1	0	0	0	0	1	0	2	0
UJ Sport	0	0	0	0	0	1	1	0	2	1	0	3	0
Engineering & the Built Environment	1	0	0	0	1	1	0	0	1	0	1	3	0
Health Sciences	0	0	0	2	2	0	0	0	0	0	0	2	0
Humanities	0	0	0	2	2	0	0	0	0	0	0	2	0
Law	1	0	0	1	2	1	0	0	1	0	0	3	0
Management	3	1	0	0	4	1	1	0	2	0	1	7	0
Sciences	0	0	1	0	1	1	0	0	1	0	0	2	0
Total	19,1% 13	7,4% 5	2,9% 2	22,0% 15	51,5% 35	25,0% 17	5,9% 4	1,5% 1	32,4% 22	13,2% 9	2,9% 2	100% 68	1,5% 1

Table 64: Non-academic retirements/ill health/deceased/retranchments/abscondments/dismissals

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	1	0	0	0	1	0	0	0	0	1	0	2	0
Advancement	1	0	0	0	1	0	0	1	1	0	0	2	0
Central & Academic Administration	0	0	0	1	1	3	0	0	3	1	0	5	0
Finance	1	0	0	3	4	0	0	1	1	0	0	5	0
Human Resources	1	0	0	1	2	2	0	0	2	0	0	4	0
Information & Communication Systems	1	0	0	0	1	0	0	0	0	0	0	1	0
Library & Information Centre	1	0	0	1	2	1	0	0	1	0	0	3	0
Operations	3	0	0	1	4	17	0	0	17	2	0	23	0
Student Affairs	0	0	0	1	1	2	0	0	2	0	0	3	0
UJ Sport	0	0	0	0	0	1	0	0	1	0	0	1	0
Art, Design & Architecture	1	0	0	0	1	0	0	0	0	1	0	2	0
Economic & Financial Sciences	0	0	0	1	1	0	0	0	0	0	0	1	0
Engineering & the Built Environment	0	0	1	1	2	0	0	0	0	1	0	3	0
Health Sciences	0	0	0	1	1	0	0	0	0	0	0	1	0
Humanities	0	0	0	2	2	0	0	0	0	0	0	2	0
Management	1	0	0	0	1	2	0	0	2	0	0	3	0
Sciences	0	0	0	0	0	0	0	0	0	1	0	1	0
Total	17,7% 11	0	1,6% 1	20,9% 13	40,3% 25	45,2% 28	0,0% 0	3,2% 2	48,4% 30	11,3% 7	0,0% 0	100% 62	0,0% 0

Almost 63% of all exits as per the categories above were African, while 32% were white. The majority of these exits were male.

Research employees

UJ made three research appointments during 2009, of which two were African and one was white. All three appointments were from the designated groups.

Table 65: Research employees permanent and contract appointments

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	0	0	0	0	0	1	0	0	1	0	0	1	0
Health Sciences	0	0	0	1	1	0	0	0	0	0	0	1	0
Management	1	0	0	0	1	0	0	0	0	0	0	1	0
Total	33,3% 1	0,0% 0	0,0% 0	33,3% 1	66,7% 2	33,3% 1	0,0% 0	0,0% 0	33,3% 1	0,0% 0	0,0% 0	100% 3	0,0% 0

Table 66: Research employees resignations

Division	Female				Female total	Male			Male total	Non-Designated		Grand total	Disabled
	A	C	I	W		A	C	I		white male	Foreign national		
Academic Development & Support	1	0	0	1	2	0	0	0	0	1	0	3	0
DIPQP	0	0	0	0	0	0	0	0	0	2	0	2	0
Humanities	0	0	0	1	1	0	0	0	0	0	0	1	0
Science	0	0	0	1	1	0	0	0	0	0	0	1	0
Total	14,3% 1	0,0% 0	0,0% 0	42,9% 3	57,1% 4	0,0% 0	0,0% 0	0,0% 0	0,0% 0	42,9% 3	0,0% 0	100% 7	0,0% 0

There were seven resignations in the research category of employment of which six were white and one was African.

Terminations

Terminations include all exits from UJ which may be voluntary or involuntary.

Table 67: Employee turnover percentage from 2007 to 2009

Type	2007	2008	2009
Academic	3,8	4,95	3,16
Non Academic	6,21	5,71	4,31
Total	10,01	10,66	7,47

The employee turnover percentage for 2009 was lower than the preceding two years. However, three faculties reflect a high turnover.

Table 68: Academic employee turnover per faculty (2009)

Faculty	Turnover (%)
Art, Design and Architecture	2,5
Economic and Financial Sciences	15,0
Education	10,0
Engineering and the Built Environment	16,3
Health Sciences	6,3
Humanities	10,0
Law	5,0
Management	17,5
Science	17,5

Table 69: Leave applications processed and days taken

Leave type	Leave app. count	Leave days taken
Compassionate leave	612	1 336
Historical academic long leave	7	62
Historical leave	13	149
Leave without pay	59	699
Long leave	3	48
Maternity leave	50	3 382
Sabbatical leave	34	4 610
Sick leave	3 986	11 613
Special leave	7	29
Study and examination leave	409	486
Testimony leave	17	19
Vacation accum. leave	2 091	5 286
Vacation non accum. leave	9 992	28 590
Total	17 280	56 309

Table 70: Leave type per gender

Leave type	Male (%)	Female (%)
Compassionate leave	3,70	8,51
Sick leave	31,10	48,50
Study and examination leave	3,40	4,80

Table 71: Leave encashments processed

Leave type	Request count	Days
Accumulative leave	2 202	17 255,6
Historical academic long leave	10	828,2
Historical leave	58	819,4
Long leave	11	118,4
Total	2 281	19 021,6



Dr P. Dube

Executive Director: Human Resources

OPERATIONS

Vision

Our vision is to be seen as an efficient, effective, high-performing, reliable and dependable division that delivers world-class customer service and also manages the development, maintenance and protection of UJ infrastructure, in promoting the institution as a preferred academic institution of choice to both staff and students.

Mission

Our mission is to provide superior environmental experiences to students, faculties and support divisions, which are healthy, safe, pleasing, conducive and interesting, in order to achieve excellence and service delivery. This is achieved through:

- effective management of UJ properties;
- excellent maintenance of UJ infrastructure.

The Operations Division has the following sections:

- four campuses – each under a Campus Director;
- Central Technical Services;
- Protection Services;
- Property Management;
- Occupational Safety;
- Auxiliary Services.

The year 2009 has been a year full of challenges. All nine sections of Operations have contributed greatly in improving UJ's infrastructure and all other related aspects. The greatest focus has been on ensuring that all campuses have all the necessary requirements to enable academic activities to take place smoothly. For instance:

- Campus Management ensured that the spaces within each campus are functional and well-maintained.
- Protection Services made certain that all students, staff and visitors are safe and are directed to relevant areas.
- Occupational Safety dealt with all aspects that require all campuses to comply with the OHS Act and related regulations.
- Auxiliary Services provided neat grounds and gardens. They also facilitated the UJ bus shuttle for UJ students.

- Central Technical Services kept an eagle eye on all UJ projects, so as to ensure that all are completed on time and within budget.
- Property Management ensured that all UJ properties are consolidated and facilitated the transfer and exchange of land.

Strategic plan

The strategic plan for 2009 focused on the following:

- the renewal/development of the SWC;
- Occupational Safety – compliance with the OHS Act;
- security – creating safer campuses;
- project management;
- waste management and recycling areas;
- land acquisition and consolidation of campuses;
- better bus shuttle services.

Within all these sections, it was also imperative that we also focused on building capacity within our staff. Although this has been slow to implement, great improvement was shown. The type of projects we had on various campuses also contributed to giving our staff more experience in dealing with projects. Some of these projects are:

- the DFC student centre (completed);
- the SWC development project (in process);
- the YMCA residence project (completed);
- the DLab project (completed);
- electrical upgrades on all campuses (completed);
- the Disaster Recovery Site (APK) (completed);
- the waste management and recycling project (APB and DFC) (completed).

Employee profile

The employee profile is reflected in the tables below.

Table 72: Management employee profile – Operations

Position	white male	black male	black female	white female
Executive Director	1	-	-	-
Campus Director	2	2	-	-
Managers/Co-ordinators	5	-	-	1

Table 73: General equity profile – Operations

Equity	Male	Female
African	393	59
Coloured	11	3
Indian	-	-
white	82	24

Strategic thrusts

The following strategic drivers and priorities were relevant:

- a caring, efficient and effective environment;
- operational efficiency;
- cost consciousness and cost efficiency;
- completion of projects on time and within budget;
- completion of the SWC development;
- the renewal of the DFC;

- creation of new residences for APK and SWC;
- improvement of compliance with the OHS Act.

Governance

Management meets every second week to plan, identify challenges and express positive contributions for each section. The Executive Director sits on and reports to a number of the University's committees and forums.

Risks

Some of the risks identified and being mitigated by the Operations Division are:

- power failures;
- overcrowding in lecture halls;
- security;
- completion of projects;
- land acquisition;
- compliance with OHS Act.

Challenges

The following were highlighted as challenges for Operations in the coming year:

- lack of computerised management system;
- emergency power;
- utilities' management.

Successes

The recorded successes in 2009:

- completion of the DFC student centre;
- completion of the new entrance at APB;
- commencement of the SWC development;
- employment of the new Executive Director.

Quality Management System

All those responsible for projects have systems in place to monitor the quality of work done. Client feedback is another way of assessing the work done. Regular feedback sessions are held with various stakeholders to ensure that service levels are up-to-date and to the satisfaction of clients. Regular walk-about are done by Operations' staff members. This results in on-the-job interviews with contractors, staff and students.

Financial review

Operations' spending on both the running cost and project funding has been within budget and the following tables reflect the Division's finances for 2009, except for deferred maintenance. The following tables indicate Operations' financials for 2009:

Table 74: Financial review – Operations

Permanent salaries	R 94 549 276
Temporary, overtime & ad-hoc	R 12 611 325
Total salaries	R 107 160 601
CONTRACTS	
Security	R 22 045 266
Cleaning	R 20 987 552
Other	R 14 033 993
Running costs	R 55 909 061
Total	R 220 136 473

PROJECTS	
2009 budget	R 66 494 047,00
The total spent (actual + commitment) on the budget (72% spent)	R 48 305 470,00
The total transfers 2008/2009 requested	R 9 103 868,00
DEFERRED MAINTENANCE PLAN 2007 – 2012: R110 million	
Lifts on APB, APK and DFC campuses – approved budget:	R16 000 000,00
Electrical installations on APK, APB, DFC and SWC campuses – approved budget:	R 7 000 000,00
Fume cupboards – approved budget:	R 8 000 000,00
Air-conditioning installations on APK Campus – approved budget:	R 9 000 000,00
Replacement of A- and B-Ring steel window frames – approved budget:	R 9 935 000,00
Air-conditioning at John Orr Building – DFC Campus	R 2 000 000,00
Deferred Mechanical-, Electrical-, Civil- and Building maintenance work at all campuses with focus on the APB and DFC campuses – approved budget:	R51 405 000,00
Deferred Mechanical-, Electrical-, Civil- and Building maintenance work at residences on the APB and DFC campuses – approved budget:	R 6 660 000,00
Summary – approved budget:	R110 000 000,00



Du Plessis, R. (Mr)
Executive Director: Operations

INFORMATION AND COMMUNICATION SYSTEMS

Staffing

While the skills development programme that was initiated in conjunction with the ETDP SETA in order to provide learnerships to young black persons addressed the staffing requirements in the lower ranks, the difficult staffing situation continued during 2009, with higher level vacancies taking up to a year to fill. The core problem is the uncompetitive UJ salaries compared to the market norms. This shortage of competent staff has added additional stress to an already-overworked staff complement and the working of excessively long hours continued.

Against this background, the staffing situation took a turn for the worse, with several senior staff members reaching retirement age and younger members in critical positions preparing to emigrate.

Research support

The UJ high performance computing cluster was recognised as part of the SA National Grid and this facility garnered international recognition when Mr Stavros Lambropoulos, who represented UJ at an international workshop on High Performance Computing, managed to secure this workshop to be held during March 2010 in South Africa. The UJ High Performance Computing cluster allows UJ staff to participate in the High Energy Physics experiments that are being conducted at the Large Hadron Collider.

Upgraded interconnectivity

During December 2009, long-awaited SEACOM bandwidth finally arrived, when the SANREN data link between Johannesburg and Durban was commissioned. The new data link provided a near tenfold increase in international connectivity and this augurs well for international collaboration and research.

The provision of inter-campus data links reached a new stage when TENET was requested to investigate the provision of UJ-owned data channels to the Soweto Campus to replace the costly Telkom infrastructure. The prognosis is that UJ will be able to replace the existing 10 MB/s Telkom data link with a 1GB link, at the same cost of the current Telkom link.

Infrastructure improvement

The establishment of a state-of-the-art, green, ICT-compliant cooling and power supply infrastructure at the Soweto and Kingsway campuses during the December 2009 recess comprehensively addressed the continual failures experienced with the outdated equipment that was proving impossible to maintain.

Quality management

The Information Technology Infrastructure Library (ITIL) training continued with several ITIL version 3 practitioners being certified. The upgrading of ITIL 2 qualifications is scheduled for 2010.

The HEAT system outputs are used as management indicators for quality management purposes and the external audit reports indicate a steadily rising trend in quality.

Connecting learners

The challenge to deliver networking that is always available, anywhere, to allow students access to the e-Learning environment has resulted in several pilot projects with commercial vendors to explore cost-effective models of supplying the core infrastructure and bandwidth provision.

Special achievements

During 2008, Francois Wolmarans and Stavros Lambropoulos attended a supercomputing training course at the Italian Supercomputing Centre in Catania. Mr Lambropoulos subsequently attended the Distributed Organisation of Scientific and Academic Research conference in Brasilia and was successful in securing this conference to be hosted by UJ in 2010. Mrs Annamarie Meyer was elected to the management of SAAIR.

A. Vorster (Mr.)

Chief Information Officer: Information and Communication Services



ADMINISTRATION AND GOVERNANCE

Introduction

The Registrar's portfolio consists of the following three administrative divisions, as well as the three health and wellness divisions. The health and wellness divisions are reported on separately. The administrative divisions relate to the following:

- Academic Administration: the academic life cycle of the student from application to graduation;
- Central Administration: Committee Administration and the Language Unit;
- General Administration: postal services, computer laboratories, graphic design, audiovisual unit, study material and collection services;
- Three health and wellness units (refer to the Report on Health and Wellness).

The vision is to provide standard-setting governance and client-oriented quality support. The Division is committed to:

- providing excellent administrative support and governance;
- processes and procedures that are transparent, substantive and fair;

- equal and consistent service delivery on all campuses;
- the highest standards of accountability and ethics;
- technologically advanced service delivery.

The portfolio's values are related to:

- administrative support and governance distinction;
- integrity and respect for diversity and human dignity;
- accountability;
- individual and collective contribution.

Strategic focus

- maintaining excellence in administrative support, specialised service delivery and general governance;
- support service delivery to facilitate a student-friendly environment that promotes excellence in teaching and learning;
- governance support to improve and sustain general governance;
- accelerated roll-out of the electronic document management system, ImageNow, to selected divisions within the University;
- promotion and Living of the UJ Values to sustain a culture of transformation related to support, service delivery and human resource management.

General governance

A Registrar's Executive Committee meets monthly to consider and discuss the various governance activities within the portfolio, i.e. financial status, human resources, quality and quarterly or academic life cycle reports.

Employee profile

The portfolio had 180 employees in 2009, of which 143 (79%) were permanent and 37 (21%) were on fixed-term contracts. Three (2%) of these employees are persons with a disability. The majority (55%) of the employees are female. Although 67% (N = 120) of the employees are black, the transformation requirement is at director and manager levels, where the profile is 50% white and 50% black. The turnover figure is 12% (N = 22), consisting of one dismissal, 12 resignations, five contracts ended, two retirements and two deceased.

Financial review

The portfolio budget varies in accordance with the life cycle replacement of computers in the various computer laboratories. Currently, there are approximately 3 800 computer workstations in the general computer laboratories. In addition to these computers, the replacement of computers in the faculty-specialised laboratories is also reflected in this budget as a significant capital expenditure. The portfolio's financial status is reviewed at the monthly Executive Committee meetings. The table below reflects the budget and expenditure for 2009.

Table 75: Financial review – Administration and Corporate Governance

Cost centre	Budget	Closing balance	Expenditure
Academic Administration	29 906 683,00	3 445 059,00	26 461 624,00
Corporate Governance	1 731 278,00	9 819,00	1 721 459,00
Central Administration	3 557 804,00	1 128 415,00	2 429 389,00
General Administration	40 641 877,00	9 686 592,00	30 955 285,00

ACADEMIC ADMINISTRATION

Academic Administration consists of the following sub-divisions:

- Faculty Co-ordination (certification of qualifications, academic structure, logistical services and graduations);
- Academic Administration Training Unit;

- HEMIS Co-ordinator;
- Examination Unit;
- Timetabling Unit
- Student Enrolment Centre.

Focus and progress

Refer to the Academic Review and relevant tables related to applications, enrolments, graduations, etc. Progress within Academic Administration (in accordance with the strategic goals and thrusts) is assessed annually according to the following rating scale: Goal(s) reached (five), excellent progress (four), acceptable progress (three), slow progress (two) or unacceptable progress (one).

Implementation of online registrations

A target of 40% online registrations was set for the 2009 registration, for all campuses. Most faculties exceeded expectations but, unfortunately, two large faculties could not comply with expectations due to staff turnover of HFAs.

A total of 30% of the registrations were done online and this was deemed successful by role-players. The 30% was mostly first-year students and the problem-free students within the ranks of the HFAs (students who have passed all the modules of the previous year).

For 2010, the target for online registrations was set at 80%. Major enhancements to the online registration system were requested from ITS to enable administration to deal with the more complex registrations. A rating of four was allocated.

Implementation of online applications

The online application system was launched for applications in April 2009, but was closed after three months due to inadequate system controls regarding Grade 11/12 information and qualifications available to applicants. During the period that the system was open, 50% of the applications were online.

ITS was requested to enhance the system, so as to address the gaps in the system controls. The online application system will again be launched on 1 April 2010 for 2011 applications. A rating of 3,5 was allocated.

Improvement of data quality (especially the identification of graduates)

Additional governance measures (new template for assessment committees and HFAs to sign off as proof of compliance with procedures and the 0% verification before the release of graduate information) were implemented in 2009. The effect of these measures can only be fully assessed in 2010, but indications after the June 2009 exams were positive. A rating of three was allocated.

Further implementation of electronic identification of graduandi/diplomandi

The implementation of the electronic identification of graduandi/diplomandi was completed in 2009. The electronic identification system is only a tool to assist the HFAs/HODs/Assessment Committees with the identification of possible graduandi/diplomandi. The final decision still rests with the officials/committees listed above. A rating of five was allocated.

Establishment and enhancement of the Student Enrolment Centre

The standardisation of application procedures between faculties and residences, including second choice applications and application letters, has been completed. The full roll-out of a centralised Student Enrolment Centre did not materialise due to insufficient staffing. A rating of three was allocated.

Implementation of electronic selection of applicants

The electronic selection of applicants (WRS score) was not implemented due to inadequate functionality of the ITS system. A detailed analysis of the inadequacies will be done early in 2010 and ITS will be requested to enhance the system so as to enable the electronic selection of applicants. A rating of two was allocated.

Standardisation of DFC lecturing timetable

The standardisation of the DFC lecturing timetable for 2010 onwards (in accordance with the Senate decision) was completed.

Upgrade to ITS Integrator

The upgrade to the ITS Integrator was successfully completed and activated on 7 July 2009, with minimum disruption to business processes. The implementation of Integrator enhancements, such as the new communication module for emails and SMSs (iComms), was still receiving attention and will be rolled out during the first semester of 2010. A rating of five was obtained.

Implementation of performance contracts

Performance contracts were implemented in February 2009 for all staff members in Academic Administration and performance reviews took place in June and November 2009. A rating of five was obtained.

Governance review

Academic Administration life cycle co-ordination committees

The following committees were operational in 2009:

- Registration Committee;
- Academic Administration Co-ordination Committee;
- Timetable Committee;
- Final Assessment Committee;
- Graduation Committee.

These committees generate an academic life cycle report (i.e. applications, registrations, timetable, assessment and graduation reports). These committees report to Senex and therefore the reports serve at the Management Executive Committee meetings and at Senex. When appropriate, they also serve at the meetings of the Management Executive Committee: Academic.

Compliance review of Faculty Administration and Central Academic Administration

A compliance review of Faculty Administration and Central Academic Administration is conducted on an annual basis. This assessment was conducted in March/May and October 2009 and the results are used as part of the performance review system within this sub-division. The senior staff members in Central Academic Administration are responsible for the collective assessment of the Heads of Faculty Administration and the HFAs within the nine faculties are responsible for the collective assessment of the senior staff within Central Academic Administration (CAA). The general performance review of the HFAs reflected a significant improvement (a rating of 3,7 was allocated). The same rating was allocated to CAA. A revised improvement plan is developed to improve performance and to mitigate risks for the following year.

Review of Academic Administration policies and charters

All Academic Administration life cycle processes, policies and charters were reviewed and changes were submitted to decision-making structures for approval.

Audit of printing facilities for examination printing

A compliance audit was conducted by the internal auditors on XEROX and Benchmark Printers at all printing sites. A rating of four was allocated, reflecting excellent governance on APK and DFC (note: the XEROX printing facility on APB became operational after the audit and a few problems were identified during the October printing of examination/final summative assessment papers on this campus).

External audit: compliance with certification of qualification

The annual compliance audit by the external auditors was conducted in November and once again revealed no exceptions – implying full compliance.

Student data HEMIS audit

A significant improvement is once again reflected, despite an increase of approximately 5 000 student records. It is clear that online registration improves the overall governance and compliance in this regard. The number of critical errors submitted has decreased from 2 214 in 2005 to 144 in 2009. These critical errors relate to the average statistical credit value of those students that have completed their qualification, meaning that they were registered for more modules than stipulated in the approved curriculum.

Risks

The Academic Administration risks and mitigation strategies were reviewed during 2009 and the reviewed Risk Register was submitted to the MEC Risk Management Committee. The critical risks are:

- inadequate Information Technology support for ITS printers and backup facilities on the network;
- faculty governance related to compliance with the requirements of completing a qualification, especially related to service learning and work-integrated learning;
- lack of historical student data at selected pre-merger institutions;
- enrolment management in accordance with the approved targets;
- critical errors reflected in the final audited Student HEMIS report;
- overcrowding of lecture venues on certain campuses;
- large numbers of undergraduate "walk-ins" in January;
- pre-examination risks, i.e. security during the printing of examination papers;
- non-compliance with admission requirements of undergraduate students (endorsement requirements);
- certification fraud by students/graduates;
- management of non-subsidised programmes not captured on ITS.

Strategic thrusts, 2010

The following strategic thrusts are relevant:

- further implementation/expansion of online registrations;
- further implementation of online applications;
- improvement of data quality:
 - in the identification of graduandi/diplomandi;
 - of HEMIS fatal errors;
 - in non-subsidised programmes;
 - in the reliability of electronic Grade 12 data to replace Statement of Symbols;
 - of Matric Certificates.
- further implementation of the Student Enrolment Centre:
 - the establishment of a call centre;
 - electronic selection of applicants (WRS score).
- full implementation of ImageNow for the Academic Administration processes;
- implementation of Infoslips and iComms for Academic Administration;
- review of Academic Administration internal controls;
- upgrading of training manuals to Integrator and transfer to Simulation Training Technology.

CENTRAL ADMINISTRATION

This division consists of Committee Administration, the Language Unit and general assistance to the Registrar. The Director of Central Administration retired in 2008, after which selected divisions were transferred to General Administration.

Committee Administration

Committee Administration has five full-time, permanent members and is responsible for the 10 Council committees, eight Senate committees, five Management Executive committee and subcommittees, as well as four other committees/structures, such as the Institutional Forum, the UJ Trust and Investment Committee, as well as selected meetings of selected consortia with whom UJ has an agreement. A total of 135 meetings were administered in 2009.

Governance

The University's Guide for Effective Meetings that was approved by Council in 2006 is used as a point of departure. A standardised format for agendas and minutes ensures that an excellent service is delivered to the committees/structures serviced by Committee Administration. The quality of committee administration is exceptionally good, as illustrated in the performance review results of each committee/structure. The electronic distribution of agendas has been successfully implemented in 2009. With the exception of Council, the Council Executive Committee, the Senate Higher Degrees Committee, as well as hard copies of agendas for Council representatives on any committee/structure, all agendas were either distributed electronically via email or written onto a CD and delivered to members. The rotation of smaller committee meetings (mainly the MEC and some MEC committee meetings) across all UJ campuses was implemented successfully in 2009. It was difficult to accommodate committees

with a membership of 20 individuals and above on DFC and SWC, as suitable venues were not always available. The general principles of good governance (refer to Council Statement on Corporate Governance) are adhered to and these principles are assessed as part of the performance review of the functionality of each structure/committee at UJ. Each structure/committee at UJ has an approved Charter (refer to annexure three) and the structure/committee performance review was applied to all the structures/committees reflected in this governance structure of the University. Part two of this performance review relates mainly to the quality of committee administration. All these performance reviews reflected a high standard of committee administration within the University.

Record-keeping

The backlog in respect of digitising available minute books at the University was addressed in 2009. The implementation of the electronic document management system, ImageNow, in 2010, will ensure that all records are retained in a digital format. As a safety precaution, in order to mitigate the risk of data being lost, hard copies of all committee documentation are stored at Metrofile, as well as at the offices of the Department of Committee Administration.

Skills development

The Manager initiated a university-wide Skills Development Programme for all administrative staff, on the compiling of an agenda and on the taking of minutes within the University. This not only improved the general style ("look and feel"), but also significantly improved the quality of general committee administration within the University.

Challenges

The following challenges are relevant:

- closing dates for agendas not adhered to;
- inadequate or lack of summarising of discussions (matters for noting) and decisions by some chairpersons;
- draft agendas not verified/confirmed by the relevant chairperson;
- draft minutes not considered by the members;
- withdrawal of an agenda by the chairperson;
- late circulation of agendas due to late submission of reports/documents;
- inadequate quality of documents and/or non-compliance with the UJ format of the documents;
- in-quate meetings of the Institutional Forum.

Recommendations

The following recommendations are made:

- that training be provided to chairpersons of meetings on: managing meetings; leading discussions; summarising discussions/decisions; assisting the Secretariat, by providing input into agendas and minutes prior to them being distributed; and managing the late submission of documentation;
- that the faculties/divisions be encouraged to develop templates for submissions to the relevant committees within their environment;
- that the members of committees be sensitised to their role as members and the role and importance of a Committee Secretary;
- in-service training to new members of a structure/committee, i.e. Charter, Guide for Effective Meetings, relevant policies, etc.

Risks

- scarce skills in Committee Administration, resulting in non-compliance with the equity target;
- lack of power generators at the offices in Molesey Avenue;
- inadequate capacity in the Language Unit to translate documents into all the languages;
- frequent damage to electronic equipment during thunderstorms.

Language Unit

The Language Unit consists of the Head of the Unit, four language specialists and the secretary. The requests for language services in all UJ official languages have increased significantly. Comparatively, both translation and language editing requests are much higher than interpretation requests.

The Memorandum of Understanding between the UJ Language Unit and the Pan South African Language Board was signed on 16 September 2009. Similar types of MoUs have been drafted and sent to

Thobela FM (Sesotho sa Leboa-medium radio station) and Ukhozi FM (isiZulu-medium radio station) for their perusal, upon which possible formalised working relations are envisaged. By virtue of being custodians of these two UJ official languages and their associative cultures, the two radio stations are appropriate strategic partners. The nexus of these MoUs is Terminology Development (Sesotho sa Leboa and isiZulu).

The Language Unit successfully launched the UJ Language Unit and Language Policy on 16 September 2009. The maximum exposure given to the launch further enhanced the good image of the University. Personal and general Intranet invitations were sent to the entire University community and external guests. A handful of UJ staff and some students attended. The external guests graced the occasion in large numbers.

The launch received nationwide media coverage by both national radio stations and national newspapers. Their participation was exceedingly commendable.

The Language Unit Head has been invited to serve as one of the panelists during the external/peer evaluation of the Language Directorate of the University of North-West (21 to 23 October 2009). This invitation fortifies the working relation already established in 2008. His participation will render invaluable experience to the UJ Language Unit that will be needed for such an evaluation in future.

Other achievements by individual staff members include the following:

- Ms M. Mogodi (UJ Language Unit: Sesotho sa Leboa Language Specialist) received the 2009 South African Translation's Institute awards for her contribution in the writing of:
 - ~ Oxford First Bilingual Dictionary: Sesotho sa Leboa-Seisemane (English) 2007;
 - ~ Oxford Sesotho sa Leboa-Seisemane: Pukunt_u ya Sekolo (School Dictionary) 2007.
- The staff members of the Language Unit are collectively contributing significantly within their areas of specialisation and such contributions give credibility to the University's institutional values.

Central Administration thrusts, 2010

- implementation of the Cultural Integration Project within Central Administration;
- development of the webpage on the Intranet for each of the sub-sections of Central Administration;
- development of an orientation package for new members to committees;
- implementation of ImageNow;
- training of UJ employees on agenda compilation and UJ-style minute-taking;
- establishment of study material stores on APB and DFC and the arrangement of necessary staff training;
- development of a policy for the "look and feel" of UJ study material;
- improvement of the processes to ensure that study material is supplied on time by lecturers to ensure that it is printed on time for timely dispatch to students.

CORPORATE GOVERNANCE

The strategy of Corporate Governance, in its widest definition, is to render trendsetting support and governance services conducive to the attainment of the strategic goals of the University of Johannesburg. This specifically focuses on performance reviews and committee membership; adherence to legislation (e.g. access to information and the promotion of access to information, right to privacy); development and management of policies, charters, processes and procedures; nominations and elections of statutory structures/committees; preparation of Senate membership lists; meetings of the Convocation; and the updating of the Academic Regulations.

Progress

- The Governance web and Intranet database that was established in 2008 was expanded and communicated to the broader University community. The database includes newly approved institution-wide policies and charters in 2009;
- The construction of the Governance portfolio on the web and Intranet was planned in conjunction with the Marketing Division of the University.
- Significant progress was made with the translation of the policies and charters into all four languages of the University and these will be included on the web and Intranet of the University.
- Academic Regulation amendments were approved by Senate for 2010 and prepared for printing.

- The updating of the Senate membership list is an ongoing function.
- Access to Information is governed by the Promotion of Access to Information Act. This act requires reporting to the Human Rights Commission. An electronic reporting system was introduced within the University of Johannesburg in 2009. External requesters can access the system through the webpage and an electronic report is generated.
- The first report on Access to Information was submitted to the Human Rights Commission in March 2009. This report focuses on all external requests and also includes the internal requests for information.
- The Corporate Governance Division ensures procedurally and substantively fair nomination and voting procedures. Nominations and elections took place and voting results were validated in accordance with the Standard Institutional Statute and the Policy on Elections and ensured the reliability and authenticity of the outcome of results. A total 32 elections at faculties and central structures/committees were conducted in 2009.

Gaps

The following gaps were identified:

- As from 2010, institutional policies and charters will be electronically available in the electronic records management system, with version control of the latest amended document. This will enable better management of the review dates of policies.
- An electronic workflow process for the version control of contracts in a developmental phase needs to be implemented.
- An electronic workflow process must be developed for nominations and voting, in order to ensure quality.

Contract Management

Contract Management includes the life cycle of contracts including: drawing up of contracts; the legal and financial implications; signing of contracts; classification of contracts; scanning and storage of original contracts; security and retrieval rules; and electronic management of contracts. Contract Management is a top priority so as to conform to legal requirements and forms part of the good corporate governance strategy of the University, by monitoring performance, providing evidence for legal proceedings and supporting audits with compliance checks.

Progress

- All original legal documents and contracts and copies of contracts were scanned and stored in a secure environment at Metrofile in 2009.
- The ImageNow system was implemented in April 2009 and all documents were transferred to the ImageNow electronic document and record management system. Contract Management is the only portfolio at UJ that imports all new legal documents live onto the ImageNow system on a daily basis. The legal documents were managed and made electronically available to stakeholders on receiving a request from authorised personnel. The ImageNow electronic search facility includes word searches and contract number searches. This new system provides a more secure environment and solves auditing concerns. A total of 162 new contracts were signed/concluded in 2009.
- Policy, procedure and process documents were updated in 2009, in order to ensure legal compliance. The Policy and Procedure Manual was approved by the MEC on 17 March 2009.
- The Delegation of Authority on contracts and agreements was approved by the MEC and ensures good financial and corporate governance principles. In 2009, all contracts and agreements were monitored and verified, which also forms part of the quality assurance process.
- The internal auditor's report was received from Deloitte on 10 November 2008 and stated that the contract owner must take responsibility for monitoring the performance and compliance of all contracts within the specifications: the policy and procedures were updated to include the clause in 2009. In accordance with the recommendations in the internal auditor's report, compliance was monitored by questionnaires in 2009. Contract owners had to complete and return the questionnaires in order to monitor compliance.
- New contracts were scrutinised for compliance with legal requirements and corrections were forwarded to the contract owners.
- Already signed contracts were moderated and all irregularities were noted and sent to the contract owner.
- All new contracts were scanned and captured on the electronic records management system. The original hard copies of all these new contracts were then sent to Metrofile for safekeeping and may be retrieved when legally required.

- A system was developed to keep track of new contracts still in development. Notifications were sent to these contract owners every three weeks to remind them to submit the contracts.
- Notifications were sent out continually to remind contract owners and staff to forward draft contracts, already signed contracts and historical contracts to the Centralised Office. Reports are generated quarterly and submitted to the Registrar.

Gaps

The following gaps were identified:

- There are still some contracts that are not reflected on the centralised electronic system and in offices across the four campuses.
- A dedicated legal firm/adviser is required to verify and scrutinise the vast volumes of new contracts that Corporate Governance and Contract Management receive.
- Adherence to audit requirements must be carefully monitored and more quality control measures must be implemented.
- Employees are not familiar with the contract approval process and better communication to all role players needs to take place.

Records Management (RM)

This new department was established in November 2008 and includes the practice of identifying, classifying, archiving, preserving and destroying records to ensure authenticity, integrity, reliability and usability of a record. Effectively, this is the first report reflecting the status of the RM department within UJ and must therefore be viewed as the baseline for this newly established function. From a strategic perspective, it is therefore important to acknowledge that a number of matters needed to be addressed simultaneously.

Some key aspects related to quality (student records in Workdesk and their data accuracy) had to be corrected while working on implementing the business process within the environment (Student Enrolment Centre) and, at the same time, the service levels had to be improved (immediate access to records) within a strategic framework. The RM department is committed to upholding good governance and being a reliable provider of technologically advanced, quality support delivery services to the University. The Corporate Governance Division will benchmark against other similar institutions to ensure outstanding service. The Division feels that 2009 was a very busy, productive and enlightening year.

Progress

- The University of the Free State was visited during 2009 to review their implementation of the ImageNow electronic records management system and to engage with discussion on the implementation within a higher education institution.
- Delegates from the University of the Witwatersrand benchmarked records management, amongst other functions, with the University of Johannesburg. This led to more discussions between the two record management departments throughout the year.
- The Policy on Records Management and the Charter for the Records Management Committee were approved by the relevant committees. Good progress was made in drafting the procedure document for the various business processes implemented through ImageNow in order to ensure the delivery of quality service that enhances the business processes of the University, in line with the focus of the Registrar's portfolio.
- As the policy on Records Management shows, various regulatory, statutory and legislative requirements are addressed within the RM department to ensure compliance.
- A number of networking opportunities were arranged at faculty boards (all nine faculties were visited), as well as presentations to various non-academic departments (Human Resources, Finance, Advancement, Operations, Research and Innovation, Student Affairs, etc.);
- The STT Infoshare system was utilised to provide training on ImageNow within the Registrar's portfolio, as well as for all the previous Workdesk users throughout the University,
- Risk factors within the RM department were discussed and included in the Risk Mitigation Strategy of the Registrar.

Gaps

The following gaps were identified:

- The fact that the functions are performed by a single person poses a major risk to the quality, unless contingency plans are put in place.

- The lack of storage space to keep records safe before collection by Metrofile remains a concern.
- The integration with other UJ systems (ITS, Oracle, Sharepoint) requires a more specialised focus and decisions throughout the institution.

Governance review

The Corporate Governance Office was only established in late 2007 and governance structures were established. The following policies were approved in 2009 to provide strategic focus:

- The Contract Management Policy was approved by the MEC on 3 March 2009.
- The new Contract Management Procedure was approved by the MEC on 3 March 2009. The procedure was updated to include the ImageNow data capturing process.
- The Delegation of Authority on contracts and agreements was enforced during 2009 and transgressions were noted.
- The Policy on Records Management was approved by Senate in July 2009.
- The procedure for Records Management is presently a working document in draft format and good progress should be noted by the end of 2010.
- The Records Management Charter was compiled and approved by Senate in July 2009 in order to formalise the business processes and procedures within RM.
- A workshop was held on performance contracts and employees compiled and adapted their performance contracts at the beginning of 2009. One performance review per employee was executed.

Risk management

Corporate Governance

- The database of the University's Human Resources is still not fully aligned with legal requirements.
- The Human Resources capacity at ICS is limited. This means that if the person who accesses information is not in the office, certain requests cannot be executed.

Contract Management

- The Contract Management Office maintained physical and electronic security of contracts in the manner that contracts were stored in a secure environment at Metrofile and all original documents were scanned and captured on the ImageNow system.
- The Contract Management Office communicated with contract owners and stakeholders on the maintenance of proper Contract Management standards and processes. All contracts were handled in such a manner that their admissibility and/or evidential weight were not compromised.
- Not all contracts are centralised or in the electronic records management system. This poses an institutional risk.
- The possible risks that were elucidated by the auditor's report of November 2008 were scrutinised and corrective actions were executed. The policy and procedures were updated in 2009 to include all the corrective actions.

Records Management

Since the RM Department is a new structure, no detailed analysis of the risks within the department was made, or strategies formulated, on how to manage and mitigate these risks. As the implementation of this department developed, certain risks were highlighted and discussed at meetings. Some of these risks were included in the Risk Register of the Registrar. While implementing this portfolio, the following major risks came to the fore, which will be addressed in 2010:

- the possible loss of vital documents into an electronic format due to no indexing properties;
- storage of vital documents throughout the institution within an environment that is not physically secured (i.e. fire/water);
- compilation of a file plan for the institution;
- non-accessibility or unavailability of images because of concurrent licensing and lack of training;
- systematic roll-out of ImageNow, possibly causing a problem as it might have an impact on other related/linked functions, i.e. invigilators and HR;
- disposal of documents without adhering to Records Management Policy and Procedures;
- the cleaning of historical data in ImageNow: this additional project will be handled within the Biographics Department of the Student Enrolment Centre and should reach completion by June/ July 2010.

Key strategic thrusts for 2010 Corporate Governance Division

- develop a risk management strategy;
- standardisation and quality control of business processes;
- review and internal control of all the Corporate Governance functions;
- benchmarking of all functions within Corporate Governance with higher education institutions;
- quality control of electronic records;
- upgrade and development of training manuals to reflect the business processes of the institution;
- full implementation of Records Management within Human Resources and Finance;
- conducting surveys to determine the quality of service delivery;
- internal monitoring of Corporate Governance, Records Management and Contract Management principles, according to policy and procedure;
- introduction of a marketing drive within Corporate Governance.

GENERAL ADMINISTRATION

The Director announced his retirement in 2009 and a new Director: General Administration was appointed to commence duty in January 2010. This division consists of the following units/sub-divisions: postal services, computer laboratories, audiovisual unit, graphic design studio and study material services. The University's printing contract is also managed within General Administration.

Progress

- Microcomputer laboratories, printing facilities, audiovisual equipment and graphic design services were adequately provided, through application of correct-level technology and sound client support, across all four campuses of the University.
- Adequate service delivery was rendered by this division to all client departments and students, in support of technology-assisted learning, teaching and assessment.
- Quarterly reports are submitted to the Registrar.
- Computer laboratory reports are also submitted to the MEC and other relevant academic committees/structures.

Gaps

- campus inequality regarding infrastructure (i.e. computer workstation ratio per campus), staff skills and staff numbers across the four campuses;
- inadequate utilisation of the multi-choice reader (OpScan) across campuses, resulting in many assistants being appointed by faculties to "hand mark" the multiple choice assessments as opposed to utilising the electronic marking system;
- inadequate control of printing by faculties and other divisions;
- campus inequality regarding collection facilities for study material and assessment scripts;
- over-utilisation of the computer laboratories on APK.

Governance review

- Internal and external audit reports on the printing of summative assessment (examination) papers reflect good governance.
- Contracts for computers, printing, audiovisual equipment, graphic design studios, postal services and multi-choice readers are well-managed across all campuses.
- General quality control is in accordance with the portfolio requirements.

Risks

- audiovisual technology becoming obsolete prior to projected manufacturer's useful lifespan;
- printing, storage and release of summative assessment (examination) papers;
- inadequate integration/alignment of "next decade" plan: ICS, Teaching and Learning Strategy and provision of computer laboratories and lecture venues.

Strategic thrusts, 2010

- to optimise service delivery across all sub-divisions of General Administration;
- to optimise an efficient and effective student learning experience, through providing updated technology and quality support services;
- to engender good corporate governance culture in managing relationships with multiple stakeholders;
- to develop and empower all staff and teach them multi-skills, in order to maximise their human potential and enable them to add their personal value to the Division's functional environment;
- to enhance productivity of various teams, through embracing cultural diversity values and integration.



Marie Muller (Prof)

Registrar

REPORT ON SPORT

Introduction

The University of Johannesburg, as well as University of Johannesburg Sport (UJ Sport) values sport as a critical component in the holistic development of the student at the University. Through sport, the student is exposed to student life in a way that differs from the academic, cultural, religious and social experiences that campus has to offer. In order to provide a well-organised and unique experience to students, staff and the external community, UJ Sport has been structured in such a manner that those experiences can be optimally provided and managed.

Strategy, vision, mission, values, goals and governance

Sport is structured to accommodate a collaborative strategy and integrated approach for the provision of sport's participation, as well as sport-related education and training opportunities to all stakeholders within and outside the University. A vision of "Setting the trend in Sport and Human Movement" was adopted, with the mission statement: "To provide multi-levelled academic and sport opportunities to communities through innovative and integrated professional services and programmes". The vision and mission of UJ Sport is further underpinned by core values that include sport excellence, integrity, respect for diversity, accountability, individuality and collective effort, as well as innovation.

Eight strategic goals that guide the implementation of the vision and mission were identified, which are in line with the 10 goals of the University of Johannesburg. The UJ Sport goals are to: provide a preferred student sport experience; provide a professional student sport experience; provide and support excellence in teaching, learning and assessment in sport and movement programmes; engage in local, national and international research and scientific endeavours in sport and movement innovatively; build a reputable UJ brand through sport; be engaged in communities through sport and movement initiatives; enhance a culture of transformation through UJ sport; and maximise commercialisation.

A leadership strategic planning session was held from 28 and 29 May 2009 at the Orban Clubhouse, with the specific goal of the management group discussing the current needs, gaps and strategic imperatives of UJ Sport. Various strategic sessions were also held with individual sport clubs, such as the rugby, basketball, netball, volleyball and squash clubs during the year.

The management structure of UJ Sport constitutes Marketing, Commercialisation, the Secretariat and the Participation Resources divisions, as well as the Department of Sport and Movement Studies (that reports to the Dean: Faculty of Health Sciences). The Participation Resources Division is further divided into the Biokinetics Clinic, Performance Excellence, as well as the Sport Clubs units. Each division and unit aligns itself with the vision, mission and strategic goals of UJ Sport and therefore with those of the University of Johannesburg.

UJ Sport is governed by a Sport Management Executive Committee (Executive Director: UJ Sport; Director: UJ Sport; and Head of the Department of Sport and Movement Studies) and the Sport Management Committee, where all the senior managers and managers of the different divisions and units are represented. Separate committees for the different divisions and units such as Sport Clubs, the Biokinetics Clinic, Recruitment, Marketing and Events and the Secretariat exist, in order to manage the specific responsibilities and delivery of services of those entities. Subcommittees supplement the functioning of these committees, such as Recruitment, Housing, Bursaries, Finance, and Community Engagement committees.

Human Resources

The re-design and restructuring of UJ Sport after the merger was completed during April 2008. A number of posts were purposefully kept vacant before and during the merger era. Some of these vacant positions were filled on a permanent basis from 1 June 2009, including that of the Manager: Unit for Sport Psychology; the Manager: Football; the Manager: Sport Science; and the Assistant: Astro Facility. This was followed by advertising the positions of Sport Manager: Netball, Sport Manager: Hockey, as well as Manager: Marketing and Events, of which the latter was not filled.

Professional Development Plans were implemented for all UJ Sport staff by the Sport Psychology Unit of UJ Sport, while training has been provided through the Human Resources Division of the University. Attendance of generic training courses has increased over the last year. Specific training and development needs will be implemented during 2010.

Community engagement

It is imperative of all UJ Sport units to be engaged in communities. Nine sport clubs (athletics, basketball, cricket, football, hockey, netball, rowing, rugby and volleyball) were involved in 16 projects that focused on coaching, talent identification and coaches' development. The Biokinetics Clinic provided Biokinetics services to senior citizens, while two Master's in Psychology Counselling students (as part of the Unit for Sport Psychology) were placed at the Johannesburg General Hospital Children's Ward.

The different localities of these projects were: Vorentoe, Linden and Germiston High Schools, Westbury, Diepsloot, Grace Bible Church, Jan Hofmeyr, Vrededorp, Alexandra, the Johannesburg Prison and Fairlands Children's Home. Some of the projects were offered at UJ facilities, such as the A.W. Muller Stadium, UJ West sport facilities, as well as the UJ Stadium. A total of 48 UJ staff members and 102 students were involved in these projects, with a total number of 1 956 recipients.

UJ Sport is also committed to the community programme in Manica, Mozambique. A group of 15 people, including students from Sport and Movement Studies, as well as Architecture students, visited Manica during 2009 and contributed to a variety of projects. A community engagement scorecard – based on criteria formulated for UJ Sport – was developed during 2009.

Recruitment

UJ Sport, in liaison with other UJ Departments such as PsyCaD, Marketing and Alumni, identified various projects/events for recruitment purposes. Recruitment is focused on potential students (graduate and postgraduate) who are also quality sport participants. Factors that contribute to UJ Sport's recruitment success are the competitive provincial leagues in Johannesburg (potential students perceive this to be a stepping stone to the national teams); the hands-on approach of the UJ Sport staff; the UJ Sport Performance Excellence programme; and a well-organised infrastructure for sport participation at UJ on various levels (social/recreational, competitive and high-performance).

Examples of recruitment projects are: coaching clinics and courses at and for schools (athletics, rugby, hockey, basketball, volleyball, football and netball); mini and junior clubs (athletics, hockey, cricket, netball, aquatics and Sport for Students with Disabilities); and the identification of athletes at junior national tournaments, e.g., Craven Week, Junior National Hockey Tournaments (boys and girls), SA u/19 Schools Netball Tournament, SA Schools Volleyball Tournament, SA Schools Basketball Tournament, SA Junior Athletics Championships, SA Junior Rowing Regatta; St Stithian's, St John's and KES Easter Festivals, open days, road shows and the hosting of events.

Sports bursaries assist participating students with tuition fees, as well as their sport participation opportunities. UJ approved and awarded 375 sport bursaries during 2009, based on specific criteria and requirements. The Gauteng Legislature (Department of Sport, Recreation, Arts and Culture) further granted an amount of R200 000 for student bursaries and/or scholarships. The successful candidates had to meet prescribed criteria as determined by the Gauteng Legislature. This grant was made for the fourth consecutive year.

During 2006, a process was started to investigate scholarships and a number of sport clubs have implemented this system since 2008. Each sport club determines the criteria, as well as the elements of such scholarships, which can include performance excellence services, books, tuition, housing, meals, clothing, financial support for sport tournaments, etc.

The Unit for Sport Psychology assisted the sport managers with the continuous monitoring of bursary students' academic progress, in order to ensure academic throughput. In this regard, all first-year students with sport bursaries were on an academic monitoring and regulation programme.

Marketing and events/functions

The Sport Marketing Unit is closely linked to the University's Marketing Division, which is managed by the Executive Director: Advancement. The Sport Marketing Unit is represented on both the Marketing Committee of the University and the Communications' Forum. It is through these two committees that UJ Sport ensures alignment with the University marketing strategy. Different ways were utilised to market and brand UJ Sport:

- The media exposure included print (such as newspapers and magazines), broadcast and web-based media. UJ Sport published bi-weekly articles in the Campus Beeld and advertised with other media companies such as the Sowetan and SA Rugby.

- UJ Sport clothing is not only used to differentiate UJ athletes from other athletes, but also to promote the UJ brand. Generic sportswear that the teams are wearing was aligned with regards to colour and design.
- Web-based marketing is the current forerunner in promoting the UJ brand, due to the fact that it is popular amongst the younger generation, economically viable and allows for instant updating and access.
- Regarding the website, the marketing has been rather inefficient as the launch of the “new” website was postponed a number of times and this affected that the update of information on the previous website negatively.
- UJ Sport hosts various events during the year within the different sporting codes. The events are divided into functions, sports events and exhibitions.
- The University of Johannesburg was one of eight universities involved in the third FNB Varsity Cup presented by Steinhoff International. Three home games were played: on 23 February 2009 – UJ vs Shimlas, on 2 March 2009 – UJ vs Pukke and on 9 March – UJ vs Tukkies. Approximately 5 000 spectators attended each game.
- The University of Johannesburg took part in two Crazy Games, as well as the final thereof. These games were televised on SABC 2 and students from APB and DFC campuses took part and had great fun.
- On 26 July 2009, the Discovery Walk the Talk took place from Marks Park. Hoepie, the UJ Sport mascot, was one of the “staff” members that did the walk, which resulted in UJ getting media coverage.
- An event is organised in partnership with the Department of Sport and Movement Studies second-year students and the City of Johannesburg. The day was filled with recreational, as well as competitive, games for senior citizens.
- The Supporters’ Club supported four different sporting codes: namely, the finals for the Gauteng Basketball League, the Cricket Club Championship finals, the Boat Race for rowing and the Varsity Cup for rugby. UJ Sport, in conjunction with the SRC, filled buses to attend the abovementioned events.
- Various introduction presentations to first-year students were conducted by UJ Sport staff members on all four campuses of UJ, in order to introduce UJ Sport to first-year students and new staff. Similar presentations were done on request to students in specific faculties (e.g. Faculty of Arts, Design and Architecture).
- The annual Sport Club Exhibition on APK was organised on the foyer and road shows took place on APB, DFC and SWC.
- UJ Sport was further represented at the Open Day on 17 May 2008 by all three divisions that constitute UJ Sport: namely, the academic Department of Sport and Movement Studies, the Biokinetics Clinic, as well as the Sports Bureau.
- Apart from the annual University Sport South Africa (USSA) tournaments that UJ Sport participated in during March/April, July, September and December 2009, UJ also participated in the annual Intervarsity against the University of Pretoria (hosted by UJ) on 7 March 2009.
- Bigger events hosted by UJ Sport were the following:
 - ~ USSA netball, rugby, volleyball and squash tournaments from 28 June to 4 July 2009. This was the first time a university had taken on the responsibility of hosting more than one USSA code during the same period. More than 2 000 participants attended these tournaments;
 - ~ Rugby Bondedag on 26 and 27 June 2009 (± 800 participants and officials);
 - ~ UJ Mini Hockey Round Robin on 16 May 2009 (±700 participants, parents and officials).
- The annual Sport Gala function, a formal dinner, was hosted at Usambara (for the third consecutive year) on 8 October 2009. The sports dinner is the highlight of the UJ Sport participation calendar and gives recognition to outstanding achievements on both sporting and academic fronts, where gold, silver and bronze awards were made to achievers in seven different categories. The Sportswoman of the Year for 2009 was Karen Wilson (tumbling) and Pete Lambert (rowing) was Sportsman of the Year.
- Three smaller functions were arranged to congratulate and commend students, staff and stakeholders on their respective sport-related achievements during 2009. UJ honorary commendations were presented to six sponsors (at the Sport Gala) and to 19 individuals (mainly coaches) for their contribution to UJ Sport. One further function for students, before their departure to participate in USSA tournaments, was held on 19 June 2009.

Performance Excellence

A Performance Excellence Unit was formally established during March 2008, as part of the restructuring process of UJ Sport and comprises two units: namely, the Sport Science and Sport Psychology units. Some of the programmes currently running within the Performance Excellence Unit were already operational in 2007, at the Institute for Biokinetics and Sport Science. The focus was adapted in 2009 to a multi-disciplinary approach, whereby the screening and testing was continually followed by interventions. This was made possible by a budget allocation that resulted in the appointment of more specialised staff members, including a biokineticist. A summary of the interventions are as follows:

- Sport Science: 13 630 in 2009, compared to 912 in 2008 – 1 494% increase;
- Sport Vision: nine interventions in 2009, compared to five in 2008 – 180% increase;
- Sport Nutrition: 109 interventions in 2009, compared to 102 in 2008 – 106% increase;
- Biokinetics Interventions: 612 interventions in 2009, compared to 184 in 2008 – 332% increase.

The Unit for Sport Psychology offers a variety of services, such as career assessments and guidance, academic assistance, sport and general counselling, life skills workshops and leadership development. This unit provided 422 interventions, compared to 75 the previous year, which represents an increase of 562%. This unit also presented a life skills programme to the UJ students who represented USSA at the World Student Games in Belgrade, Serbia.

During 2007, a Sport Science mentorship programme was established as part of an experiential learning initiative for the students studying Sport Science Honours. Mentors in the Institute for Biokinetics and Sport Science were identified and each was placed within a high-performance sporting code to assist with strength and conditioning for the specific sporting code. Sport Science Honours students were allocated to the mentors. Due to the re-structuring of UJ Sport, the Institute for Biokinetics and Sport Science was divided into the Biokinetics Clinic and the Performance Excellence Unit. In 2008, the mentorship programme had to be reconstructed without the adequate human resources and the 18 Sport Science Honours' students were required to assist the coaches in specific sporting codes with fitness conditioning sessions on the field. During 2009, 16 Sport Science Honours' students were mentored by the sport scientists allocated to the various UJ sport teams.

The Performance Excellence Unit also introduced a Sport Forum - all stakeholders in UJ Sport are invited to open discussions on sport-related topics. The first discussion was held on 16 November 2009.

Biokinetics Clinic

The Biokinetics Clinic provided comprehensive services for assessment, prevention and treatment in the following fields: orthopaedics, neurological, cervical acceleration/deceleration (whiplash) and special population groups (e.g. children, advanced age and wellness). The number of Biokinetics intervention sessions increased by 133 % (from 2 738 to 3 642,) in comparison to 2008 (the increase from 2007 to 2008 was 178%).

Academic support was provided to the Department of Sport and Movement Studies (Faculty of Health Sciences) with six tutorials to the Biokinetics Honours' students and a guest lecture for the Sport Science Honours' students. The Biokinetics Clinic further provided support to 15 Biokinetics students of the UJ Department of Sport and Movement Studies and to 10 Wits University Biokinetics Honours' students, with their internship, as well as practical training programmes.

Commercialisation

The UJ Sport Commercial Unit (CU) is working in close relation with the UJ Commercial Office (Prof Aart Boessenkool). In 2009, the UJ Commercial Unit focused on legal services, sport products and services, sport courses and clinics, sport funding, sport products and sport facilities. Results that were accomplished included, amongst others:

- The Rugby Factory trademark was registered. Rugby Factory (Pty) Ltd was also registered as a spin-out company of UJ Sport.
- The CU was instrumental in the development of the new UJ Brand Shop called UJ Unlimited. UJ Unlimited opened on 20 July 2009. A royalty fee is paid to UJ Sport on all supporters' clothing sold.
- UJ Sport is the publisher and distributor of the *Movement and Learning Manual*, developed by Prof Cora Burnett. 63 manuals were sold and two training workshops (based on the manual) were conducted, in conjunction with the Gauteng Department of Education.

- 51 referees were tested for SA Rugby (Pty) Ltd and an agreement was entered into with Sport Psych Excellence to provide external sport psychology services on a project basis. R13 930,00 was paid to UJ Sport.
- A proposal was accepted by the UJ Sport Management Committee in 2009 to establish a Talent Factory (funded by the CU). The idea with the Talent Factory is to identify talented athletes in feeder schools and to assist these athletes in their development.
- UJ has the capacity to make 5 500 beds available at the time of the 2010 FIFA Soccer World Cup™ (on a bed-and-breakfast basis). A Project Management Team was appointed to oversee the effective and efficient management of this project.
- The CU provided its own Park and Ride service for the Discovery 702 Walk the Talk.
- The CU also hosted two very successful Human Movement Festivals on behalf of the Gauteng Department of Education. 280 pupils from 28 schools in the district participated in the event.
- A proposal was put forward to the National Lotteries Distribution Fund for facilities' upgrade, sport-specific research and campus league sports.
- A loan was secured for the upgrading of the gymnasiums on all four campuses of UJ.

Sport participation

University of Johannesburg Sport provides participation opportunities to all students and staff according to their needs and their level of talent and competence in sport. In order to do that, participation is categorised on a continuum that includes social/recreational participation on the one end and high-performance participation on the other end. Between these extremes, competitive participation (campus leagues) is positioned. This is done to provide different levels and types of sport experiences at UJ.

With this context in mind, sports clubs at UJ are also categorised (being a social/recreational, competitive or high-performance club), based on compliance with certain criteria. Evaluation is done annually by all the sport managers of the different clubs. Budgets are allocated accordingly ($\pm 85\%$ of the total sport clubs' budget is allocated to high-performance sport). It should be noted that high-performance clubs are obliged not to only provide high-performance opportunities, but also competitive (campus leagues), as well as recreational participation opportunities to participants. Through this approach, participation opportunities are offered to students on all campuses, in order to provide a preferred and professional student sport experience and to identify, develop and nurture sport talent through a process of continuous development.

UJ Sport should continually increase participation rates for the Bunting, Doornfontein and Soweto campuses. In order to increase participation on these campuses, access to sport facilities should be further investigated, in particular for the students from the Doornfontein Campus. The current development of additional sport facilities at the Soweto Campus will certainly contribute to the students' sport participation in the respective sporting codes.

All the sport clubs were evaluated during September 2009. The panel consisted of the Manager: Clubs, an elected sport manager and the Director: UJ Sport. Factors such as demand and supply, facilities, participation numbers and opportunities, marketing and recruitment value, achievement level, as well as the extent of participation in the sporting code (on all three levels) are taken into consideration. No major changes regarding placement on the continuum resulted from the evaluation.

The following major achievements were recorded by the respective sport clubs in 2009:

Athletics, cross-country and road running

Track and field:

- The women won, the men placed second and UJ won the USSA Track and Field Championships in Stellenbosch on 3 and 4 April 2009.
- 39 club members obtained junior provincial colours and a further 41 senior received provincial colours.
- Cheyne Rahme and Alyssa Conley were named CGA Junior Male and Female Athletes of the Year respectively.
- Four men, namely Pieter Smith, Sibusisu Sishi, Yaw Fosu Amoah and Warren Hendricks, as well as one female athlete, Nolene Conrad, represented USSA at the World Student Games in Belgrade, Serbia. Two more UJ athletes were included in the Namibian team: Roger Haitengi and Solomon Tairiri.

- Six athletes participated in the Junior African Championships in Mauritius from 30 July to 2 August 2009: Waide Jooste, Ruan Claasen, Dylan Cotter, Cheyne Rahme and Dewald van Heerden.
- One athlete, Jade Thiele, was included in the SA Junior Team to the Southern Region Youth Championships in Botswana.
- Sibusisu Sishi and Cindy Peters participated in the Senior Southern African Championships in Botswana, whereas Roger Haitengi and Solomon Tairiri represented Namibia.
- Ruben Ramolefi broke his own SA record in the 3 000m steeplechase at an IAAF Super Grand Prix meeting in Monaco to finish in third place: 8:11:63.
- **Mbulaeni Mulaudzi (800m), Ruben Ramolefi (SC), Sibusiso Sishi, Pieter Smith (both 4 x 400m), **Lebo (5 000m) and Lebogang (1 500m) Phalula and Solomon Tairiri (high jump – Namibia) participated in the IAAF Senior World Championships in Berlin from 15 to 23 August 2009.
- Emmarie Fouché was invited, attended and successfully completed the IAAF CECS Academy course in pole vault, long and triple jump from 20 to 27 July 2009 at the Kenyatta University in Nairobi, Kenya.
- The UJ Athletics Championships were held on 22 February 2009 at the UJ Stadium: 12 male and 9 female teams participated.
- The UJ Tartan track was resurfaced.

*** club members*

Cross-country:

- UJ men and women won the CGA league 4km divisions.
- UJ hosted the USSA Cross Country Championships on 28 and 29 September 2009.
- UJ men won the 4km division for the eighth consecutive year at the USSA Cross Country Championships.

Basketball

- Intersarsity: the men's 1st (fourth consecutive year) and 2nd teams, as well as the women's 1st team beat Tuks.
- The UJ men's 1st team won the Gauteng Basketball Premier League.
- The men's 1st team won the USSA championships and the women's team finished second.
 - ~ Thabo Letsebe was named Most Valuable Player at the USSA Championships.
 - ~ Lucky Loate, Thabang Glass and Ellen Moutlwatse were included in the All Star team at the USSA Championships.
- Five men, as well as the UJ coach (Molupe Thelejane), were included in the USSA National Team for the World Student Games in Serbia: Amogelang Keogatile, Celumusa Khumalo, Jeremia Phiri, Makgotla Modisaesi and Mbulelo Ntshingana.
- Nosipho and Siphokazi Hess were included in the national squad during December 2009.
- Thabo Letsebe, Nosipho Njokweni, Ellen Moutlwatse, Lungile Mtsweni and Magotso Moloantoa were included in the senior national teams.

Cricket

- Gauteng Cricket League 2008/2009:
 - ~ The UJ 1st team won the Gauteng Limited Overs Saturday and the T20 competitions.
 - ~ The 2nd team won the President's Sunday "time version" league.
 - ~ The UJ Club won the Gauteng trophy for Exceptional Club of the Year.
- Seven players were included in senior provincial teams: Stephen Cook, Richard das Neves, Richard Cameron, Pieter van Zyl, Graham Hume, Temba Bavuma and Ethan O'Reilly.
- Richard das Neves captained the USSA team against a touring u/19 England team on 27 January 2009.
- Graham Hume and Temba Bavuma were included in the SA u/19 team.

Football

- The SWC team won the SAFA Soweto League.
- The women's 1st team won the SAFA/ABSA league and were promoted to the SASOL league for 2010 (1st Division League in SA).
- 35 teams participated in the internal league. The top three teams of every campus played in the Steinhoff International UJ Campus Challenge competition – PP Boys (SWC) won the competition.
- Both the men's and women's teams won the USSA Gauteng Leagues.

- The women's team finished in first place for the second consecutive year (16 teams participated) and the men's team finished third in the USSA National Club Championships at the University of North West, Mafikeng from 6 to 12 December 2009.
- USSA tournament awards:
 - ~ Nthabeleng Modiko – Women's Player of the Tournament;
 - ~ Lerato Mamabolo – Women's Goalkeeper of the Tournament;
 - ~ Zanele Sukazi – Women's Top Goal Scorer;
 - ~ UJ men's team – Team of the Tournament;
 - ~ Benjamin Khubeka – Men's Coach of the Tournament.
- Seven female students and five male students were included in the USSA Squad for 2009/2010.
- Yola Jafta was announced as SAFA Junior Player of the Year, as well as ABSA Women's League Player of the Tournament.
- Amanda Dlamini, Emily Mogothle, Mary Tsweng and Kylie-Ann Louw were selected for the senior national team participating in an international tournament in Europe.
- Six women, namely Lerato Mamabolo, Siduduze Mthethwa, Quwe Chawita, Yola Jafta, Zanele Sukazi and Shadi Matenche, were selected for the USSA Women's Team for the World Student Games in Serbia, August 2009.

Hockey

Indoor hockey:

- Three women and three men's teams participated in the Southern Gauteng Indoor League. Both 2nd teams participated in the Premier League.
- The women's 1st team won the Southern Gauteng Premier league for the second consecutive year and the men finished second in the Premier League.
- Eight women obtained senior provincial colours.
- Nine men obtained junior provincial colours.

Field hockey:

- 10 men's and five women's teams were affiliated to Southern Gauteng for provincial league participation.
- The men's 1st team won the Premier League for the second consecutive year, while the women's 1st team finished second in the Premier League. Both 2nd teams (men and women) participated in the Premier League.
- Provincial, USSA and national representation:
 - ~ 13 men and 12 women obtained junior provincial colours – a total of 25 players.
 - ~ 17 men and 10 women were included in senior provincial teams – a total of 27.
- Five players obtained senior national colours: namely, Lance Louw, Miguel da Graca, Shaun Davenport, Lisa Deetlefs and Roxanne Turner.
- Lisa Deetlefs was named Southern Gauteng Women's Player of the Year.
- Both the women's and the men's teams finished second in the USSA tournament held in Bloemfontein from 29 June to 3 July 2009 (2008: women were fourth and men were second).
- Eight women and five men were included in the USSA squads.
- The Mini and Junior Clubs, which were established during 2006, grew to a membership of approximately 214 children (Mini Club: 85 and Junior Club: 129).
- The community engagement programme in Diepsloot had a membership of 95 children.
- The astroturf was resurfaced at the end of 2009.

Netball

- The UJ Netball club entered two teams into the Gauteng East League and seven teams in the Gauteng West League. The 1st team won the First League in Gauteng East.
- Five players were included in the USSA Squad: Lesego Segopolo, Minette Venter, Matsie Dikotla, Michelle du Preez, Lindie Lombard and Angelique Lochner.
- Michelle du Preez was included in the SA u/21 Squad and was named Player of the SA u/21 Tournament.
- The Eastern Gauteng u/21 team, with nine UJ players and the UJ coach, won the national u/21 tournament.
- Lindie Lombard was named Shooter of the SA u/21 Tournament.
- Annaret Viljoen represented the SA A-team in Tanzania.
- Four players were included in the senior national squad at the senior provincial tournament during August 2009.
- Martha Magakwa, the SWC coach, is a national selector.

Rowing

- UJ finished third (in all three divisions, namely: overall, men and women) at the USSA Sprints competition at the Vanderkloof Dam from 26 to 28 March 2009.
- The men's A- and B-team finished second and both the women's teams finished third at the Universities' Boat Race on the Kowie River from 10 to 12 September 2009.
- The VLUJ Club won the prestigious Buffalo Regatta, as well as the SA Championships.
- Two men, namely Pete Lambert and Graham Hood, obtained Blues colours (USSA A-team), while another two men (Jeff Knowles and Michael Cellier) and two women (Yvonne Sibiyi and Naydene Smith) were included in the Grudge teams.
- Pete Lambert won the MA1X (single scull) event at the SA Championships.
- Pete Lambert represented South Africa at the Senior World Championships where he finished thirteenth in the MA1X (single scull) event.
- Pete Lambert was announced the UJ Sportsman of the Year 2009 – making history as the first male rower ever to obtain this accolade.

Rugby

- Six teams participated in the Pirates Grand Challenge – the 2nd, u/21 and u/19 teams won their respective leagues, while the 1st, 3rd and 4th teams finished second in their leagues.
- UJ won the oldest rugby tournament in the world – the prestigious Melrose 7's and Earl Lewis was announced as Player of the Tournament.
- Four players, namely Earl Lewis, Rob Andrew, André Smith and Edgar Maratlule, were included in the USSA team who played against a team from the USA on 4 and 8 August 2009.
- 57 players were included in senior provincial teams and 91 players in junior provincial teams.
- 17 players participated in the Super 14 competition.
- Eight players obtained junior national colours: Louis Ludik, Jano Vermaak, Earl Lewis, Sisa Mafu, David Bullbring, Caylip Oosthuizen, Rudy Paige and Divan Ferguson.
- We have two Emerging Boks: Earl Lewis and Jano Vermaak.
- We have two Emerging 7s Boks: Earl Lewis and Sisa Mafu.
- Jaque Fourie – UJ Rugby club member – obtained Springbok colours.

Golf

- Regular matches against Alumni of Puk, Tuks, Rhodes, Maties (Stellenbosch) and Kovies are organised.
- UJ finished third at the National Davis Cup played at Irene Golf Club.
- UJ Student Golf is part of a new initiative with Tukkies, Pukke and TUT. These four universities formed the Northern Tertiary Competition. This has been a resounding success and further provided our students with the opportunities to compete against the best. UJ won the Individual Stroke Play competition.
- Lizelle Muller participated in the World Amateur Team Championships.

Martial arts

- The men's team won the USSA Championships held in Port Elizabeth on 26 and 27 June 2009 for the second consecutive year (the team finished third overall).
- Shane and Morgan Moss were included in the USSA squad.
- Two karateka obtained senior national colours: namely, Shane and Morgan Moss. Shane Moss takes part in the 84+kg division, while his brother, Morgan, takes part in the u/84kg division.
- Francois Schultz obtained junior national colours. Francois Schultz takes part in the u/75kg division.
- At the SA Championships, Morgan won gold and Shane won silver.
- At Zone 6 (Southern African Championships), Morgan won gold and Shane and Francois won silver in their respective divisions.
- In the Finnish Open (Finland), Morgan won gold (Shane was injured).
- At the Commonwealth Games hosted in the Standard Bank Arena in Johannesburg, both Morgan and Shane won silver and Francois won a bronze medal.
- A full contact team was established at DFC – a first for this campus.

Sport for Students with Disabilities

- Samkelo Radebe broke the world high jump record of 1,69m for the F45 class, with a height of 1,72m at the national championships.

- Zandile Nhlapo won a gold medal in the discus and a silver medal in the shotput at the national championships.
- Tracey Slabbert, a UJ club member, won silver medals in the 100m and 200m (B2 class) at the national championships.
- Nyasha Marakurwa won the 21,1km wheelchair race at the Outeniqua Chair Challenge on 15 February 2009 in George, while Livhowani Nekhalale won the 10km race.
- Wheelchair tennis: Lucas Sithole is ranked number 16 in the world.
- Nonhlanhla Ntuli and Tsakani Mahoro were included in the national wheelchair basketball team that participated as the African representative team in Guatamala during May 2009, where they finished fifth.
- Livhowane Nekhalale was included in the national u/25 basketball squad.

Squash

- Two women's and six men's teams participated in the Gauteng Squash League.
- The format of USSA Squash changed in 2008 to conform to FISU and International regulations. A team now comprises five players (three men and two women). The UJ team finished third at the 2009 USSA national tournament hosted by UJ.
- Two players were included in the USSA squad: namely, Kathryn Blake and Alushca Botha.
- UJ's number one women's player, Farrah Sterne (club member), was ranked number one in SA.
- Three women, namely Kathryn Blake (Gauteng B), Alushca Botha (Gauteng B) and Farrah Sterne (Gauteng A), obtained senior provincial colours for 2009.
- Tennis
- Kyle Parfitt was included in the USSA team that participated at the World Student Games from 1 to 12 July 2009 in Serbia – he lost in the quarter finals of the back draw men's singles competition.

Volleyball

- The UJ men's team won the VSA Cup – national club championships.
- Four female students obtained senior provincial colours: Thabo Nthombela, Meera Jivan, Portia Phala and Ilse Jenneker.
- Two male students (Patrick Klosterman and Thabo Ntombela), as well as the UJ coaches (Gershon Rorich and Ryan Lewis), were included in the senior provincial teams.
- Patrick Klosterman, Quellin Govender and Portia Phala were included in the USSA squad.
- Thabo Ntombela was included in the junior national squad.
- Patrick Klosterman represented South Africa at the African qualifier in Algeria during October 2009.

Water polo

- The Randpark High School swimming pool was used for training.
- The men finished second in the First League and the women second in the Premier League.
- The women's team finished second for the second consecutive year at the national USSA tournament.
- Four women were included in the USSA water polo squad after the tournament in East London from 1 to 3 December 2009: Anke Jacobs, Naydene Smith, Kate Meintjes and Kieran Paley.
- Seven players obtained senior provincial colours in water polo.
- Three women were included in the senior national team that participated in a World Championships Qualifying tournament in France: Kieran Paley, Jenna Thomson and Naydene Smith. A fourth player, Anke Jacobs, was included in the national squad.
- Naydene Smith represented South Africa in Rome at the FINA World Championships.

Chess

- Cindy Peters and Matthew Jonker placed second in the men's and women's divisions respectively at the USSA Chess Championships.
- Four UJ players were included in the USSA Squad for 2009/2010.
- Ryan van Rensburg obtained senior provincial colours and won the SA Junior Championships.
- Ryan van Rensburg is the Junior African Champion.

Triathlon

- Corrine Berg won the female u/23 elite category at the All Africa Triathlon championships at Ushaka in KwaZulu-Natal during July 2009 – she was ranked number one in Africa.

- Corrine Berg obtained senior national colours and participated in the World Triathlon Championships in Australia on 11 September 2009 in the elite u/23 division.
- Lauren Dance participated in the u/19 World Championships in Australia.
- Lauren Dance won the Egirdir ETU Triathlon Junior European Cup in Hungary on 2 August 2009 by a "massive 5 minutes and 9 seconds" (Triathlon SA).

Judo

- Jan Schoeman won the u/73kg division and Thumi Tau placed third in the u/73kg division at the USSA Championships from 25 to 27 April 2009 in Cape Town.
- Jan Schoeman finished second in the u/73kg division at the SA Senior Championships.

Mind Sports

- The name Wargames was changed by the national sports federation to Mind Sports during 2005.
- Innocent Khubeka obtained senior national colours.

Softball

- Eloise Warren represented the South African Senior Team at the Zone 6 Championships in Zimbabwe in September – South Africa won the tournament.

Tumbling

- Karen Wilson competed in the South African Senior Championships in October 2008 – she won overall.
- She represented the South African Senior National Team at the following World Cup Tumbling events:
 - ~ Belgium – placed eighth overall;
 - ~ Poland – placed fifth overall;
 - ~ Germany – placed fourth overall.
- She is currently ranked number three in World Tumbling and is only 19 years old.



Wim Hollander (Prof)
Executive Director: Sport

REPORT ON HEALTH AND WELLNESS

INTRODUCTION

Three health and wellness divisions exist and report to the Registrar. The health and wellness divisions render extensive services to the University community, with limited human resource capacity. The reports of the following health and wellness divisions are reflected:

- HIV and AIDS
- Primary Healthcare
- Occupational Healthcare.

HIV AND AIDS

Service delivery

The Institutional Office for HIV and AIDS (IOHA) is located on all four campuses of the University of Johannesburg and renders services to students and employees. Two HIV Co-ordinators, one Training Officer, one Administrative Assistant and one Project Co-ordinator were appointed on a contract basis in 2009. Two of the contracted posts were funded by the DOE/EU/HESA/HE-AIDS fund. The equity staff profile comprises: two Africans (male and female), two Coloureds (male and female), one Indian (female) and one white (female). The Manager acts as the Chairperson of the University's HIV and AIDS Committee, which gives direction for the HIV and AIDS programme for the year. The Registrar (MEC line manager), the Manager of the Institutional Office for HIV and AIDS and the Manager of the Campus Healthcare Services act as the Executive Committee for consideration of urgent matters.

All HIV and AIDS activities at UJ are monitored by the HIV and AIDS Committee, under the auspices of the Registrar, to ensure the quality delivery of services. IOHA submits quarterly and annual reports to the Registrar. The Institutional Office for HIV and AIDS also functions within the broader South African National AIDS Council framework and aligns its functions with the SA Strategic Plan for HIV and AIDS and STIs (2007 to 2011), the National Policy Framework on HIV and AIDS for Higher Education in South Africa (HE-AIDS 2008), the UJ HIV and AIDS Policy and other health-related policies within UJ.

The HIV and AIDS programme of the University consists of a number of similar activities happening on all campuses on an ongoing basis i.e. condom and information leaflet distribution, voluntary counselling and testing, as well as training of learner peer educators, who then participate in annual projects on HIV-awareness, campus and community outreach and national directives (i.e. Candlelight Memorial). The training of staff peer educators (managed by the HR Wellness Unit) and the observation of UJ World Aids Day also formed part of the activities in 2009.

The Higher Education strategy against HIV and AIDS (HE-AIDS) is a programme of HESA, which has its aims to reduce the threat of the spread of HIV and AIDS in the higher education sector, to mitigate its impact through planning and capacity development and to manage the impact of the epidemic in a way that reflects the ethical, social, knowledge transmission and production that is the mission of higher education institutions in society. Phase Two of the HE-AIDS programme was launched on 9 March 2007. Phase Two of the HE-AIDS programme aims to achieve measurable change in six result areas, namely:

- leadership commitment and reporting;
- prevention, care and support;
- HR workplace programme;
- curriculum integration, research and community engagement;
- corporate marketing and communications;
- monitoring and evaluation.

In keeping with the University's commitment to assist in the HE-AIDS goal, the HIV and AIDS Committee is sub-divided into subcommittees/task teams reporting back on our progress in the result areas listed above. For the 2009 HIV and AIDS report, the HE-AIDS result areas, as outlined in the Higher Education HIV and AIDS Policy Framework in SA, are used as sub-headings. Phase Two of the programme also included sector-level activities. These activities were funded by the EU/DoE/HESA/HE-AIDS for the period of December 2007 to March 2010.

Sector level activities included the following projects:

- development of an HIV policy framework for the sector, with support to institutions in developing/refining institutional policies and implementation plans;
- development of a funding model to ensure sustained intervention;
- exploring and establishing the roles of educators (including academic staff) in mitigating the impact of HIV;
- piloting an HIV module at 23 Teacher Education Facilities;
- undertaking a sero-prevalence research study, KAPB (perceptions and baseline behaviour) and risk assessment of the higher education sector;
- designing and developing a workplace programme for institutional staff;
- good and innovative practices in HIV prevention;
- graduate competency with regards to HIV and AIDS in the place of work.

Institutional level activities

Institutional level activities included a project proposal by all higher education institutions to the maximum amount of R3 million. UJ submitted a proposal and was granted R2, 837 million. The following institutional projects were funded:

- Project 1: HIV and AIDS prevention, treatment, care and support programme;
- Project 2: HR workplace programme;
- Project 3: HIV and AIDS monitoring and evaluation systems;
- Project 4: Strengthening the quality, quantity and accessibility of HIV and AIDS research;
- Project 4.1: InfoED;
- Project 4.2: Research on resilience and HIV and AIDS;
- Project 5: Effective planning, management, coordination and monitoring of institutional HIV and AIDS programmes.

The UJ HE-AIDS project team was established in January 2008 and held meetings on a monthly basis in 2009. The members included the Registrar and project managers for each project, as well as a representative from Finance and Procurement. The project ended on 30 November 2009. The final narrative, financial and audit report was submitted to HE-AIDS on 26 February 2010. A brief description of each key result area, as outlined in Phase Two of the HE-AIDS strategy, is given.

Leadership commitment and reporting

The National Policy Framework for HIV and AIDS in Higher Education was launched by the then Minister of Education, Ms N. Pandor, in October 2008. A subsequent workshop with HE-AIDS and the UJ HIV and AIDS Committee was held on 3 December 2008. The purpose of the workshop was to discuss the alignment of UJ's current HIV and AIDS policy with the HE-AIDS recommendations listed in the gap analysis report (policy research conducted by the EU/DOE/HESA/HE-AIDS appointed service provider in 2008). A task team has since been established to continue the process in 2009.

A budget of R2 164 285 has been awarded by UJ to the task teams to implement the Higher Education HIV and AIDS Policy Framework (HEPF) for UJ. Task team leaders have been assigned to submit written narrative and financial reports to the HIV and AIDS Committee on project progress for 2010. The ImageNow system would be utilised to monitor the HEPF for HIV and AIDS project.

The current UJ HIV and AIDS policy had been aligned with the HEPF for HIV and AIDS in Higher Education document and would serve at various UJ Management forums for final approval in 2010.

Prevention, care and support

Prevention, care and support consist of various focus areas.

Voluntary Counselling and Testing

VCT services are offered free of charge to both students and staff at Campus Health on all four campuses. The four VCT lay-counsellors are permanently placed at the Campus Health Clinics and are further supported by the intern psychologists from PsyCaD, who render this service as part of their internship. PsyCaD reported that the number of VCT intern psychologists has increased from six in 2008 to 12 in 2009. 3 082 individuals used VCT services provided by Campus Health in 2009 and the calculated HIV prevalence value of 1% is consistent, when compared to what was reported in 2008. Detailed statistics are provided in the VCT section of the Campus Health Report. The number of

students that accessed VCT, offered by New Start (external service provider contracted by UJ), during the IOHA VCT week and UJ World AIDS Day, was 1 990. IOHA reported that it would provide external VCT services in all HIV campaigns planned for 2010. In total, 5 072 students accessed VCT services at UJ in 2009.

Condom Distribution

Condoms at UJ are distributed by the cleaning services on a monthly basis at all UJ campuses and condoms are provided by the Society for Family Health. The control points are the IOHA at APB and DFC, Campus Health at SWC and the Elite Cleaning Services at APK. Female condoms would only be distributed from Campus Health due to the complex nature related to the usage thereof. A total of 165 000 condoms were reportedly distributed at UJ in 2009.

Student Peer Education (LINK programme)

Student Peer Education Programmes at the UJ are managed by the IOHA and are effective on all four UJ campuses.

Through the UJ Student Peer Education Programme, student volunteers are interviewed, selected and then trained on how to educate their peers on HIV- and AIDS-related matters and to promote healthy behaviour amongst the general student population. These students also participated in leadership, diversity and teambuilding workshops:

- Condom/STI Week – 9 to 13 February. APB, DFC, APK and SWC hosted an annual Condom and STI Week during the week of Valentine’s Day. This was a joint effort between IOHA and Campus Health. An estimated 1 600 students participated in the event across campuses.
- The Candlelight Memorial was hosted by the IOHA in partnership with the MEC and SRC. The Candlelight Memorial was observed on 15 May and a person living with AIDS addressed over 300 students at APB.
- A short film festival, entitled: *Untold Stories*, was held at all UJ campuses from 19 to 21 May 2009.
- VCT week – 17 to 21 August. New Start was contracted by the IOHA to conduct the testing on all UJ campuses during this week. 1 633 students and staff received VCT and 1% of testees tested positive and were referred internally or externally for follow-up. During the VCT week, student peer educators at APB, SWC and DFC addressed fellow students on the importance of VCT.
- UJ World AIDS Day was observed on 18 September at the APK Campus. This project was sponsored by DRAMAIDE, the John Hopkins University in the USA, Student Village, Matchboxology and Scrutinize. Celebrities like Joey Rasdien, Fezile and J.R. performed during the event. The aim of the Scrutinize campaign was to educate young adults on scrutinising their risky sexual behaviour. An estimated 1 000 students, across campuses, attended the event.
- Build-up campaigns to the UJ World AIDS Day, as well as the offering of VCT services by New Start, happened at all four campuses from 15 to 18 September. 357 students and staff tested during this period.
- Awards Ceremony – 24 October. Peer educators received certificates in recognition of their successful participation in the Peer Education Programme for the year.

Members of the Subcommittee also participated in first-year orientation programmes, which included educating students about HIV and AIDS.

Effective Care and Support

80 people received counselling, advice and information related to HIV in 2009 and PsyCaD held a sexuality workshop on 23 September.

HR workplace programme

65 staff members from all campuses volunteered to be trained as staff peer educators in 2009. A certificate ceremony was held to honour staff peer educators. 16 cleaning staff from Impact Cleaning Services were trained on HIV prevention and their role in preventing HIV at UJ.

Corporate marketing and communication

Mr Herman Esterhuizen from Media Relations was nominated to serve on the HIV Committee as from January 2010.

Monitoring and evaluation

Ms N. Olivier, from Corporate Governance, was nominated to serve on the HIV Committee as from January 2010, to assist with the electronic process of monitoring and evaluation via the ImageNow system.

Curriculum integration, research and community engagement

Curriculum Integration and Research

The Faculty of Education at UJ forms part of a pilot project, initiated by HE-AIDS, concerning the integration of HIV and AIDS into a module used for teachers' education. This project will end in 2009. The Faculty of Science presented HIV and AIDS training to first-and final year students within the faculty. The Faculty of Management plans to introduce HIV and AIDS training to all first-year students within the Faculty in 2010.

The Faculty of Health Sciences invited IOHA to conduct HIV training for students in their respective departments. 253 students were trained. IOHA trained 65 SRC members and 97 House Committee members on HIV prevention during 2009.

Community Engagement

- The Futamalang Community Project was launched by IOHA on 29 May. LINK student volunteers collected warm clothing, blankets and food for refugees and disadvantaged HIV-positive persons who attended a *Keep Warm Workshop* at the Lefelo la Tlhokomelo Community Centre in Hillbrow.
- The SWC LINK donated clothing to the Carl Sithole Centre in Soweto on 7 August.
- The APB and DFC LINK hosted an *Art for AIDS* project on 7 August, where 25 girls from the Community Centre in Essellen Street were trained on utilising collage-making as a means to express their perceptions on HIV and AIDS.
- The APK LINK participated in a teenage pregnancy prevention campaign in Ganana, Midrand on 28 September.

Additional activities

The following additional activities are relevant:

- 100 students participated in HIV-related activities during UJ Open Day on 29 January.
- Two workshops were held at the UJ Arts Gallery to empower LINK volunteers in collage-making as a means of engaging and creating awareness on HIV and AIDS. This training was conducted by a Canadian organisation called Art for AIDS International. Collages that were created at these workshops would be sold in Canada and the profit proceeds would be donated to a South African AIDS Organisation.
- Dr Nesha Haniff, from the University of Michigan, trained volunteers at the Doornfontein Campus on the role of HIV activism in preventing HIV, as well as the use of basic HIV material for low literacy communities.
- IOHA launched its first AIDS forum at UJ on 24 July 2009, entitled: *Sex and Sexuality*. The speaker of the day was Pierre Brouard, Deputy Director of the Centre for AIDS at Pretoria University.
- The One Book, One Library forum took place on 27 August 2009. This was a joint initiative between IOHA and UJ Library. The *Three-letter plague* book from Jonny Steinberg was presented by Dr A. Janse van Vuuren and discussion on the topic of HIV and AIDS transpired from the presentation.

Challenges and risks

The following challenges were highlighted:

- The EU-funded project must be concluded and the donor satisfied with the final report.
- The policy framework for the HIV roll-out plan for UJ may be threatened in the key areas of curriculum integration and research, as well as HR workplace programmes, due to lack of support from management of faculties and HR.
- Condom distribution is not functional at the APK residences, due to resistance from House Parents and House Committee members. This could lead to an increase in the spread of HIV infection, other sexual transmitted infections and unwanted pregnancies at the APK residences.
- Contract posts in IOHA could lead to a high turnover within the department. Only one permanent post exists.

PRIMARY HEALTHCARE PRACTICE: CAMPUS HEALTHCARE CLINIC

Strategic focus and progress

The strategic focus for the Primary Healthcare Practice in Campus Health Services for 2009 was to prepare for a self-evaluation (audit) to evaluate and improve the service, to upgrade the clinic facilities at DFC and Soweto campuses and to create sustainable health education programmes with student partners. Staff development and standardisation of clinic procedures across all four campuses was also a priority.

The self-evaluation (audit) that was planned for 2009 was postponed to 2010 due to the Influenza A H1N1 outbreak, resulting in a spike of consultations for three months.

As a result of the general upgrading of Soweto Campus, the Campus Health Clinic was allocated to a new facility which will be occupied early in 2010. The upgrading of DFC Campus Health services was once again put on hold, due to a general re-allocation of facilities to faculties. The current facility is not sufficient to meet the growing need for healthcare and VCT to staff and students on this campus.

The HIV/AIDS counsellors were also involved in numerous student education programmes in partnership with LINK (student peer education group), as well as external partners. The Primary Healthcare Practitioners (PHCNP) provided health education sessions to various faculties and to first-year students in residences.

Professional as well as administrative personnel and HIV/AIDS counsellors had the opportunity to attend one or more training session or conference relevant to their scope of practice, during the course of 2009. Two nursing practitioners attended the International Council for Nurses Conference during June in Durban. It was the first time that this conference was held on the African continent, which made the attendance of the conference quite a historical occasion.

The EU/HE-AIDS project concluded at the end of September 2009. This project enabled us to create posts for four VCT counsellors and supported the salaries of two PHCNPs for the duration of the project. Funds were also used to upgrade the VCT facilities on all four campuses. The implementation of an electronic patient management system was also made possible by this grant.

Standardisation of procedures in all four clinics will be an ongoing process for the next two years. The documentation, patient referral and VCT procedure, as well as the general patient filing system, is standardised at the four clinics.

Employee profile analysis

- Manager: Primary Healthcare Practice: white female: permanent position;
- PHCNPs: African female: three; two permanent and one three-year contract position. Asian female: two; one permanent position and one 5/8 post – year contract. White female: one permanent position; she resigned on 31 January 2010 – position currently advertised;
- Administrative assistant: Coloured female; permanent position;
- Receptionist: African female: three. White female: one. All on three-year contracts;
- HIV/Aids counsellors: African females: two. African males: two. All on three-year contracts.

Client profile and core business

The Primary Healthcare Practice renders primary healthcare to staff and students of the University, as well as the following services:

- VCT – Department of Health (Gauteng) accredited sites;
- Reproductive Healthcare;
- travel medicine (Sr M. Bester is registered as a travel medicine practitioner);
- arranging and co-ordinating medical support (Netcare 911) at sport events;
- medical support at selected UJ sport events, e.g., Varsity Cup Rugby (February/March), Intervarsity (March), SASSU Rowing at Van der Kloof dam in the Free State (April) and SASSU Boat Race at Port Alfred (September);
- providing and maintaining first aid kits for UJ sport clubs and student societies;
- preventative medicine: providing vaccination programmes to students.

Primary healthcare consultations increased from 20 902 in 2008, with 7 200 visits, to a record 28 102 consultations for 2009. The increase in consultations might be due to the H1N1 influenza outbreak we experienced in the winter of 2009. Kingsway Campus had an average of 55 consultations per day, with a total of 13 044 consultations for the year. Doornfontein Campus had an average of 29 consultations per day. Bunting Road campus averaged 20 consultations per day, while Soweto clinic managed 3 381 consultations for the year, averaging 14 patients per day.

Table 76: Comparison of clinic consultations: 2006 to 2009

Campus	2006	2007	2008	2009
APB	3 506	3 769	3 470	4 767
APK	8 286	9 578	10 084	13 044
DFC	5 029	4 728	5 123	69 10
SWC	1 547	2 091	2 225	3 381
UJ	18 368	20 166	20 902	28 102

Consultations for contraceptives increased from 4 084 in 2008 to 5 177 in 2009. Conditions of respiratory system and the ear, nose, throat and mouth were the most common conditions treated at the campus clinics, which reflect the impact of the H1N1 influenza outbreak on our services. We had an average of four patients per month on DOTS (Direct Observation Treatment Strategy) for pulmonary tuberculosis.

There were three unfortunate incidents during the course of the year, where three students committed suicide. Incidents of assault, rape, cannabis use, threatened suicide and mental illness were reported at the Primary Healthcare Practice.

An average of 20 HIV-positive patients per month consulted at the clinic for CD4 counts and/or provision of immune boosters and vitamin support.

There is an increase in VCT from 3 369 tests in 2008 to 5 116 in 2009. The reason for the increase in VCT is the appointment of full-time VCT counsellors, supported by the EU/HE-AIDS grant, as well as the positive support given to the Institutional Office for HIV/AIDS' VCT week drive in August. The prevalence for UJ stays at about 1,3%. The number of positive tests was 40 females and 16 males.

Governance review

All the clinics are visited on a monthly basis and the primary healthcare service meetings are held on a quarterly basis. The Manager is a member of several University committees (i.e. Committee for Persons with Disability, HIV and AIDS Committee, etc.). Patient data files and registers and minutes of clinic meetings are kept in accordance with regulatory requirements. The Policy on Primary Healthcare delivery needs to be revised in 2010 in order to standardise service delivery on all campuses.

The following risks are emphasised:

- There is the possibility of the outbreak of a serious life-threatening disease in the residences, e.g. meningitis, measles and the novel H1N1 influenza. A mitigation strategy is in place, relating to awareness campaigns regarding empowerment of staff at the residences and the provision of vaccination when applicable.
- Risk of infection with Pulmonary Tuberculosis (PTB) due to poor ventilation in the healthcare clinics. PTB and multi-drug resistant tuberculosis (MDR-TB) is a reality in our society and on our campuses.
- Insufficient staffing will always be a risk; there should always be two primary healthcare practitioners on duty to attend to emergencies and the everyday activities in the clinics, which is not currently the situation at two of the clinics. These practitioners are also on duty during major public and sporting events hosted by the University.

Financial review

The financial review is reflected in the table below. The Influenza outbreak resulted in a significant increase in consultations, which had an impact on the budget.

Table 77: Budget, 2009

BUDGET, 2009			
Campus cost divisions	Budget	Expenditure	%
APB			
Personnel remuneration	558 344,32	579 501,45	104
Salaries cost to company	472 904,52	574,636,48	119
Temporary salaries	85 439,00	70 674,83	17
Operating costs	264 594,73	120 272,07	50
APK			
Personnel remuneration	1 819 324,49	2 535 726,92	139
Salaries cost to company	1 238 791,68	1 700 387,46	137
Temporary salaries	580,532,81	835 375,46	144
Operating costs	613 148,03	495 812,14	81
DFC			
Personnel remuneration	1 030 580,79	842 645,06	82
Salaries cost to company	876 060,96	832 085,06	95
Temporary salaries	154 519,83	10 560,00	7
Operating costs	277 324,25	139 649,19	50
SWC			
Personnel remuneration	337 744,73	399 419,15	106
Salaries cost to company	262 384,92	278 129,64	106
Temporary salaries	115 359,81	121 298,51	105
Operating costs	177 182,11	101 528,71	57
Consolidated budget			
Personnel remuneration	3 785 993,33	4 357 328,58	115
Salaries cost to company	2 850 142,08	3 375 238,64	118
Temporary salaries	935 852,25	982 089,94	105
Operating costs	1 332 249,12	870 032,57	65

There was overspending of 115% on the personnel remuneration budget, which can be attributed to the increase in staffing needs during the H1N1 outbreak. The operations budget was spent within the allocated funds.

Quality assurance

The Primary Healthcare Practice is planning for a self-evaluation exercise to take place early in 2011 to benchmark and guide the primary healthcare service delivery. Staff members attended professional development sessions to ensure that they stay up-to-date regarding their professional skills and practice.

Strategic thrusts, 2010

- focus on VCT to increase the uptake amongst staff and students;
- increase awareness and focus on PAP smears for HIV positive patients – we need to strengthen partnerships with local authorities to improve this service to staff and students;

- client satisfaction survey and preparation for self-evaluation in 2011;
- standardisation of stock management;
- upgrading of physical facility of DFC Campus Health services.

OCCUPATIONAL HEALTH PRACTICE

The vision is to be a premier, professional occupational health practice, offering prevention, diagnosis and treatment of illness, injury and adverse health effects associated with work.

The UJ values of individuality, respect for human dignity and innovation are lived at the Occupational Health Practice. Unique needs have been prompting unique solutions, resulting in a dynamic role - adding value beyond the legislated one.

The purpose of an occupational health practice is to serve the health and social well-being of employees, individually and collectively, in accordance with highest professional standards and ethical principles. At UJ, this translates to comprehensive health risk auditing and mitigation in the work environment; medical surveillance of those exposed to occupational and environmental stress factors; resilience building; patient advocacy; and close collaboration with internal and external stakeholders towards a safe and healthy workplace.

Strategic review

Focused client contact, pursuit of legal risk recognition and intensive case management have led to consistent growth in client interventions at this practice – a 55% growth was experienced in 2009, compared to 2008. Since 2007, it has grown by 95,4%.

Medical surveillance has been directed towards selected at-risk groups. Groups, inter alia, included radiation workers, painters, drivers, food handlers and employees exposed to hazardous chemical and biological agents. Medical and biological monitoring was undertaken for students at risk, using the same standard as for employees.

Occupational health risk auditing has been conducted in a prioritised manner, relative to resources: low human resources' capacity has unfortunately contributed to the underdeveloped goal of equitable service delivery across the board.

The UJ Resilience Programme has been expanded to include the ELG and their personal assistants, as well as Heads of Departments. The in-house model adopted for this purpose provides for a professional assessment of clinical, psychological and biometric health. Risk stratification and virtual coronary angiogram scanning were aimed at early detection of risk.

A trend amongst abnormal blood tests conducted during the Resilience Programme included Metabolic Syndrome prevalence (insulin resistance, high blood pressure, cholesterol abnormalities and an increased risk of clotting). Positive outcomes include well-maintained and improved individual biochemical profiles, which has lowered health risk. In some instances, the early risk detection strategy uncovered subclinical markers of disease, which could be treated before deteriorating.

Executive Coaching was implemented early in 2009, with the view of taking the ELG to the next level within the leadership development landscape. Consultants have been taken on board and a Steering Committee established. A service provider has been elected and the ELG has been introduced to the group of coaches. HR has come on board to fulfil their role in leadership development. The Occupational Health Practice managed the budget and kept up with developments as a member of the Steering Committee.

394 Influenza vaccines were administered during the 2009 season - free of charge. Utilisation was higher than the previous season, due to the perceived threat of H1N1 Influenza. This was more than justified, in the light of the two local outbreaks which took place at UJ: one during the June USSA Squash championship and the other between July and September. Early recognition and dedicated case management led to effective containment. This transpired against the background of the level 6 pandemic status of the Novel Influenza A H1N1 strain.

The Occupational Health Practice is a registered Viral Watch Sentinel site for the National Institute for Communicable Diseases (NICD). This partnership has simultaneously yielded specimens for NICD research, as well as free and immediate access to results for UJ staff and students. In addition, close collaboration during crises has been invaluable to ensure optimal outcomes.

The Disaster Management portfolio belongs to the Co-ordinator: Protection Services. Within this context, the role of the Occupational Health Practice has included the development of a Roving Triage Plan to supplement the central Emergency Operations Plan. The Triage Plan describes the roles of healthcare workers in the event of the need for medical rescue at UJ disaster sites. The Disaster Room has been maintained and a Crash cart acquired and stocked. Medical emergency protocols will be revised.

This practice facilitated Basic Life Support training for medical responders from Protection Services and nursing professionals. All qualifications are endorsed by the American Heart Association.

Vaccinations were administered to food handlers, employees exposed to blood (e.g., healthcare workers and medical responders at Protection Services) and official travellers, depending on their individual occupational risk exposure profiles.

Comprehensive event risk management places UJ in the lead amongst peers. In collaboration with Protection Services, the Occupational Health Practice liaises with event organisers and the contracted Paramedic Service Provider (Netcare 911) to advise and oversee appropriate medical stand-by for cultural and academic events – based on event risk factors.

Occupational injuries and diseases are managed by the Practice, in compliance with the Department of Labour requirements. A high prevalence of facial, head and eye injuries occurred in 2009. The majority was reported from the Maintenance Department, where personal protective gear may not have been worn and also taking into consideration the daily exposure to work which may cause these injuries. The injury types most seen were “struck by/against”, followed by “fall at different levels”. Contributing causes could be the unsafe use of staircases. No cases of occupational disease occurred.

Radiation control at UJ was taken to the next level. In view of lacking central governance for radiation matters at UJ, collaboration with the Dean of Science yielded the approval of a combined Radiation Protection Officer and academic position. A candidate was sourced and appointed with the brief to audit all radiation matters at UJ, to report on those and to make recommendations to this practice.

The Occupational Health Practice’s role in radiation matters includes that employees who work with radio-active sources at UJ are duly registered with the Directorate of Radiation Control at the Department of Health, after undergoing the prescribed medical examination. This practice also administers the Dosimetry service to those exposed at UJ: film badges are issued and accumulative exposure is assessed monthly.

Travel health was made accessible to official UJ travellers: vaccinations, travel advice and alerts, as well as first aid bags and travel medication were provided.

Food hygiene monitoring of all tenants at UJ sites took place by announced and unannounced audits, training and ad hoc audits. Reports were received and assessed by this practice. Recommendations regarding poor performance were forwarded to campus directors, where applicable.

FIFA: much time has been devoted to comprehensive medical, disaster and risk planning and preparation for the 2010 event. Activities include: providing a medical questionnaire to accommodation agencies for prospective visitors to UJ, drafting a FIFA Medical Emergency Standard Operating Procedure, writing a Health Plan, acquiring service providers for food hygiene monitoring and for full-time medical stations at the three campuses and for triaging and transporting FIFA patients. Extensive collaboration has been had with internal and external stakeholders in order to realise plans.

Employee profile analysis

Two full-time employees, three part-time locum professional nurses, a consultant and a student assistant were contracted to this practice. The equity profile of 43% black, 28% white and 14% each for Indian and Coloured persons compares well with the figures of 60% white and 40% black in 2008. 86% of females were in employment compared to 80% in 2008. The human resources’ capacity still needs to be developed to optimal stature to achieve equitable service delivery. Line management approved two permanent positions at APK (one) and DFC/SWC (one) for 2010.

Client profile

The primary clientele of the Practice was employees. A secondary group of persons at risk consisted of students, contractors and visitors to campus sites. Occupational Health clients received 54% of

all interventions for baseline-/or periodic medical examinations, based on their occupational risk exposure profiles. Occupational Health patients received 46% of interventions and reported to the Practice when they were unwell, whether physically or emotionally.

Governance

International foundations are derived from the World Health Organisation, the International Commission on Occupational Health, International Labour Organisation and the South African legal-ethical framework. The Occupational Health Committee consists of all staff in its domain and is functioning in accordance with its approved charter. Some policy documents have been approved by MECO. Additional policy drafts have been completed. Standard Operating Procedures are ready for approval or under construction.

Financial review

Two cost centres have been assigned to this service. The spending on both the Executive Resilience budget and the Occupational Health budget has been well within limits. The surplus remaining on the Executive Resilience budget was brought about due to extended timelines in adopting further external executive leadership development: now envisaged for 2010.

Quality promotion

Institutional quality has been pursued by way of an Occupational Health and Safety Advisory Services 18001 audit conducted by an external auditor. Being an instrument to audit both the disciplines of Health and Safety, some comments were found to be irrelevant to the UJ Practice. Optimisation of systems, however, has followed the audit report. The Occupational Health Practice took part in preparations and participation for the HEQC Institutional Audit.

Risk management

Health risk assessment is a core role of this practice. Formal audits are outsourced to occupational hygienists, as required by law. Occupational health practitioners also conduct their own assessment of risk in individual cases and incidents. Auditing yields exposure profiles for individuals and divisions. Prioritised remedial steps are based on risk scores. They intend to prevent health effects caused by environmental stressors and to create a safe work environment.

The low emergency preparedness level places the University population at risk. Re-instatement of a Disaster Committee will streamline and provide continual updating of systems and planning.

Lacking universal control of radio-active sources at the University may create unsafe workplace conditions with potentially serious health effects. A new position and portfolio for a Radiation Protection Officer has been created in collaboration with the Dean: Faculty of Science. A combined model for an academic/Radiation Protection Officer was suggested. The candidate was sourced and appointed to conduct an audit on the status at UJ.

Incorrect storage and waste management of hazardous chemical substances could result in explosion, contamination and overexposure. The Occupational Safety Department manages the portfolio for all waste management. Bilateral collaboration exists between Occupational Safety and Occupational Health divisions. Chemical storage spaces have been recommended and planned in detail and will be built at DFC and APK.

Human resources and space are limited in the Occupational Health domain. Consequently some risks may go undetected, unaudited, unmitigated or be eliminated. It has the result that sub-optimally focused medical surveillance beyond high risk groups identified in audits or incidents is taking place at DFC, APB and SWC. Employees have access to Occupational Health at DFC for 20 hours per week, at SWC for 20 hours per week and at APK, a full-time clinic is operational.

Key strategic thrusts, 2010

- UJ's focus on its people will support the role of the Occupational Health Practice.
- The UJ Resilience Programme will continue to provide dedicated assessment and support to the ELG and their personal assistants.
- Executive coaching and leadership development is facilitated in partnership with HR: building resilience amongst leaders is a prime focus area.

- Emergency preparedness at UJ remains a risk: medical response by Netcare 911 within the “golden hour” – is often dependent on traffic and a search for the patient in complex campus venues. Therefore, the immediate response of health professionals and first aiders becomes critical. This practice will step up preparedness for medical emergencies across the board.
- A focused collaboration with internal and external stakeholders will be maintained, triage plans revised and simulations conducted. Medical Emergency Protocols will be re-written by this practice to suit UJ resources and provide for codes of practice. Crash carts will be acquired and equipped. The UJ ambulance will be stocked and medical responders will be offered updates on training via the Netcare 911 contract. A new candidate for Intermediate Life Support will be sought to widen the skills base. All nursing professionals will again be encouraged and sponsored to update their Basic Life Support skills.
- Widening the auditing base according to the six-year strategy to include all occupational health risks will be critical to building a comprehensive UJ occupational health risk profile.
- The Influenza Campaign for 2010 will address the risk of H1N1 Influenza, along with other seasonal virus strains. An appeal will be made to all employees, especially health professionals and staff at the frontline in the FIFA accommodation event, to be vaccinated in April 2010. This practice is a Viral Watch Sentinel site for the NICD and, as such, will monitor the landscape closely for clusters of pandemic disease.
- The FIFA Soccer World Cup(tm) accommodation project will remain a labour-intensive focus in the planning and execution phases. Healthcare professionals and paramedic responders will receive protective vaccines. Projected disease and disaster risk have been explored and planned for and the provider network activated. Local and national health structures will be briefed, in case of disease outbreaks.
- Tobacco Control legislation has been amended: a workshop with all stakeholders will be followed by a draft policy to the Registrar by March 2010. Approval will precede the creation of designated smoking areas, new signage and enforcement towards a healthier population and living the standard as an example to students and the community.
- Dedicated attention will be provided to medical event risk: as in the past, all cultural and academic events at UJ are assessed and planned for in accordance with City Council and national standards. “Treatment” of event risk includes “prescribing” the appropriate level of onsite stand-by by medical crews and vehicles.
- Radiation control will be further monitored: a competent candidate has been appointed and a pilot project and auditing of the fragmented UJ radiation landscape is underway. Strategic planning will be undertaken with executive deans at the faculties of Science, Health Sciences and Engineering and the Built Environment. Exposure to radiation through work, though, is being monitored by the Dosimetry and medical surveillance programme of the Occupational Health Practice.
- The human resources and space capacity needs will be addressed in pursuit of an accessible, risk-mitigating occupational health practice to all campuses.

HUMAN RESOURCES: HEALTH AND WELLNESS

UJ Wellness Days

The purpose of UJ Wellness Days is to demonstrate that UJ values employees and cares about their health and well-being. Wellness Day is also a tool to raise awareness of the Wellness Office, as well as health-related facilities offered at all UJ campuses. UJ held Wellness Days on the following days and campuses in 2009: 29 July on SWC, 19 July on APB, 5 August on APK and 19 August on DFC. Internal and external service providers took part and health activities offered included medical aid information and screenings. Staff members not belonging to any medical aid were serviced by Health Training Centre students under the supervision of Dr Pieter Els, whose services included optometry for eye screening; massage therapy for neck, shoulders and hands; podiatry for foot problem evaluation; chiropractic services for back and neck evaluation; and homoeopathy and body composition for blood pressure checks, glucose and cholesterol testing and body composition. Other services included PsyCaD, staff peer educators (HIV and AIDS), and ICAS (employee assistance programme), blood grouping and blood donation, sexual health and financial management.

Wellness Days were a success, even though there was a challenge of poor attendance by staff members. Statistics showed attendance at SWC of 90,5%, APK of 2%, APB of 8% and 13% respectively. No statistics for DFC could be provided.

ICAS report

The following report indicates the feedback received from ICAS, our service provider for employee assistance from 1 January to 31 December 2009 (N = 574):

- new cases: 110
- issues covered: 153
- number of services used: 189
- users profiling themselves for eCare services: 97
- use of "Ask the pro" consultation services: 25

The utilisation rate was therefore 4,1%, which is lower than the ICAS Education Sector benchmark of 5,3%.

HR: HIV and AIDS report

HIV and AIDS is a component of Wellness and one of the Wellness Co-ordinator's responsibilities in the Human Resources Department. The responsibility is directed at UJ employees and involves coordinating staff peer educator activities as well as ensuring their training and development needs. This component is run in conjunction with the HIV and AIDS office. In 2009, the HIV and AIDS project, as funded by the EU through the HE-AIDS project at national level, requires the development of an HR Work Skills Plan as part of HR's contribution and role in the project – a responsibility that the HR Division is still in the process of developing.



Marie Muller (Prof)
Registrar

FINANCIAL REPORT

The financial report consists of the three divisional reports (Financial Governance and Revenue, Finance Expenditure and Intellectual Property and Commercialisation) and the UJ Financial Report, followed by the applicable financial statements.

FINANCIAL GOVERNANCE AND REVENUE

Strategic focus

Strategic management and planning was implemented at all operational levels of the Division. All directors, managers and supervisors had to prepare their own strategic goals and they were measured against their individual environment's strategic goals.

The major strategic goals for division in 2009 were:

- strategic management of the University's cash flow and working capital to ensure that all the operating expenditure can be paid;
- further rolling out of the new budget and reporting programme to assist in the preparation of the University's budget and financial reporting;
- finalising and institutionalising of the Risk Management Methodology and Process;
- implementing and refining a standard monthly management reporting pack to enable management to make better decisions regarding financial matters;
- managing the outstanding debtors, both students and sundry, to ensure adequate cash flow and as few as possible doubtful debts in an ever-challenging credit environment;
- allocating all the NSFAS allocation to needy students in an efficient manner;
- implementing the NRF-adjusted methodology of claiming funds and the adopting of the NRF electronic claims system.

The Division has achieved mainly achieved these. It is, however, important to note that all of the goals will require resources in 2010 to maintain the momentum and to ensure that the University does benefit from these initiatives.

Employee profile analysis

The department was able to fill, with the exception of certain accountant positions, the majority of vacant posts that became available due to resignations. Replacing staff in certain areas was challenging: some of these areas are faculty accountants, departmental accountants and NSFAS qualified staff. The Division's equity profile is as follows:

Table 78: Equity profile

	Permanent staff		Temporary staff	
black male	9	8,50%	-	-
black female	23	21,70%	2	40,00%
Coloured male	2	1,90%	-	-
Coloured female	13	12,25%	-	-
Indian male	1	0,95%	-	-
Indian female	5	4,70%	-	-
white female	44	41,50%	2	40,00%
white male	9	8,50%	1	20,00%
Total permanent staff	106	100,00%	5	100,00%

Client profile and core business analysis

Both staff and students are internal customers of the Division, as our services range from the provision of information to the allocation of bursaries and NSFAS assistance to the needy students.

The business components of the Division are: Planning, Cash Management and Financial Reporting; Budget and Project Management; and Revenue.

Planning, Cash Management and Financial Reporting

The major functions located in this sub-division are:

- preparing the annual budget;
- managing the cash flow to ensure adequate cash is available to cover operating expenses and to fund investment projects;
- managing the internal and external audit processes of the University;
- financial reporting: both statutory reporting and reporting for management purposes.

Budget and Project Management

The managing of the budget and projects is the responsibility of this sub-division. The faculty, departmental and project accountants report are part of this function. The accountants act as business managers for the faculties and departments in the University.

Revenue

The previous two sub-divisions mentioned are involved in the expenditure cycle of the University. The Revenue Department is responsible for the accounting for all revenue transactions in the University. The major functions in Revenue are:

- maintenance of the University's fee structure, invoicing students and collecting outstanding amounts owed to the University;
- financial aid, bursaries and NSFAS;
- accounts receivable and external collections: this component of Revenue deals with all invoicing – other than students – cash books and the managing of debt already handed over to external collectors.

Governance review

This division has various responsibilities in the maintenance of good corporate governance in the institution and, to this end, we report to the MEC Risk Committee, as well as the Finance Committee of Council and the Audit and Risk Committee of Council. We are responsible for all financial policies and procedures.

The Finance Divisions, both Financial Governance and Revenue, are subject to internal and external audits each year. These audits are external evaluations of our processes and identify possible improvements. These audits are part of the governance controls and processes of the University.

Financial review

The Division receives an annual budget to perform its duties and to fund the Division's operating expenditure. We were able to utilise our allocated budget in such a way as to ensure efficient service delivery without wasting resources. We were able to run the Division within the allocated financial resources.

Quality systems

As indicated above, Financial Governance and Revenue are subject to internal and external audits continually: these audits are external evaluations of our processes and identify possible improvements. This division therefore has a constant external quality monitoring mechanism. It is nevertheless obvious that we can always improve our business processes, service delivery and risk management.

During 2009, two of the business components embarked on a self-evaluation process. Revenue's self evaluation has been completed and an improvement has been approved and we are busy implementing this plan. Budget and Project Management's self-evaluation will be completed in 2010.

Risk management

This division is responsible for the recording of all institutional risks and we are responsible for the co-ordinating of the Risk Management Process in the University. The major risks of this division are:

- doubtful debt risks facing all universities due to the current financial climate in the consumer markets;
- working capital and cash flow risks;
- risks associated with incorrect information for reporting purposes;
- inadequate NSFAS allocation: the University's NSFAS allocation is currently not enough to assist all needy students;
- the risks associated with ineffective business processes.

Strategic thrusts, 2010

The strategic thrusts for 2010 will be aimed at mitigating some of the major risks facing the Division:

- business process analysis and mapping: this will enable the division to streamline the business processes;
- the influence of the worldwide credit crunch and the restrictive lending environment will have a negative influence on our debtor's books and cash flow: this will be an area that will require strategic resources;
- completion of the self-evaluation of Budget and Project Management;
- effective expense management and expense reporting to ensure that the University achieves the budgeted operating loss;
- upgrading of the Division's office and parking facilities;
- aligning our governance and processes with King III.

In conclusion, the Division believes that we have achieved what we set out to do in 2009. We have consolidated our business processes and activities and bedded down the merger during the last few years. During the next phase of three years, we need to improve on our service delivery by analysing and improving our business processes and practices.



Jaco van Schoor (Mr)

Executive Director: Financial Governance and Revenue

FINANCE EXPENDITURE

The Finance Expenditure Department's motto of "effective communication, relationship-building and excellent service-delivery" was realised through our continued striving and commitment towards success.

This was achieved through the numerous meetings that we attended with internal stakeholders and the implementation of the HEAT helpdesk. The HEAT helpdesk was introduced to provide internal stakeholders with a one-stop service for any financial queries they might have.

This year's supplier exposé was a great success. For the first time, suppliers were requested to not only attend a presentation on all our requirements, but were also given the opportunity to display their products or services to our internal stakeholders.

We assisted the University in reaching their goal of value for money and herewith provide some of our achievements:

- online ordering system;
- consignment stock;
- UJ bottled water;
- Purco rebates;
- settlement discounts.

The process to automate the part-time appointment and payment process was started and we are currently in the pilot phase thereof. The process will be rolled out to all departments in 2010.

Each department identified several operational objectives in order to support the University's key strategic objective of improved customer service. The following were some of the significant objectives that were achieved, which led to improved customer service:

Procurement

- Procurement enhanced the B-BBEE reporting system, which was implemented last year, and which provides the current procurement spend, according to legislation.
- We have appointed a Supplier Evaluator and Contract Manager, who is responsible for the update of all current suppliers' B-BBEE status and for identifying new suppliers, in order to improve on our current B-BBEE rating. For 2009, our preferential spend contributed 16 out of a possible 20 points for the B-BBEE scorecard.
- The I-Proc roll-out had been successfully completed, whereby all departments were trained, and the manual requisitions were phased out.

Stores

- The main store started with the process of taking over the technical store. Stock items were analysed for items to be sold or transferred to the main store. The process, unfortunately, could not be completed and we hope to have this finalised during 2010.

Accounts Payable

- The Accounts Payable department was able to reduce the creditor days and to increase the settlement discount.
- All filing of old creditor documents has been successfully transferred to Metrofile.

Fixed assets

- In order to improve on service delivery to internal and external stakeholders, the fixed asset register was updated for auxiliary land and buildings, whereby the stand numbers and title deeds were matched to the relevant asset numbers.

Payroll

- Phase Two of the Harmonisation process was successfully implemented, whereby all employees' post name, peromnes' grade and, where applicable, salaries were adjusted.
- The leave encashment process was automated, whereby:
 - HR puts in the leave to be sold;
 - the system calculates the value;
 - salary staff just need to do the verification;
 - then the payment can be made.
- The garnishees were outsourced, whereby they, on a monthly basis, provide us with a list of amounts to be deducted and they do the rest.
- The electronic payslip was rolled out to the Finance Department and will be rolled out to all other departments in 2010.

General

- The Transport Policy was redrafted, approved, and implemented.
- The following policies have been developed and will be approved in 2010:
 - Import and Foreign Exchange Policy;
 - Furniture Policy;
 - Computer Policy;
 - Cellphone policy.
- For 2010, the Division is planning to continue improving on service delivery through the following interventions:
 - roll-out of the electronic part-time claims process;
 - enhancement of the HEAT Helpdesk System;

- roll-out of self-help for electronic payslips;
- electronic ordering of goods and services;
- benchmarking against private sector;
- roll-out of SLAs to all departments;
- electronic notification of subsistence and transport claims;
- merger of the various payrolls;
- implementation of catalogues on I-Proc;
- provision of electronic IRP 5s.



Hennie Kruger (Mr)
Executive Director: Expenditure

INTELLECTUAL PROPERTY AND COMMERCIALISATION

Introduction

The University of Johannesburg has identified the process of technology transfer of intellectual property and the commercialisation thereof as an important method to create value for the institution, its staff and students. With the implementation of the Intellectual Property (IP) Act 2009 and the emphasis from government on utilising intellectual property, there has been a better understanding of the role of the Commercialisation Office in the University.

Strategic Plan: progress and gaps

In the year under review, the Commercialisation Office started to implement its vision to establish the best innovative environment in the University and to create intellectual property that can be commercialised. Systems, processes and networks were implemented, as well as discussion workshops with staff – conducted to ensure that the new vision was rolled out to the University. The emphasis was placed on the service that the Commercial Office could render, as well as the benefits for both the inventor and the University in their collaboration. During the year, the Commercialisation Office received progressively more requests and enquiries for assistance, over and above the existing projects carried over from the previous year. As part of our strategy, a proposal was made for a UJ commercial incubator to provide a “window for innovation”. This was approved and, once implemented, will enhance the working of the Commercialisation Office.

The strategy relied on the employment of an IP Research Officer – this did not occur because the person identified was not available. This hampered the IP identification and the co-operation with the Research Office.

Employee profile analysis

At the beginning of the year, the Commercialisation Office consisted of two employees, with a close co-operation with the Commercialisation Manager of UJ Sport. This co-operation grew stronger and, during the year, a fourth person was employed. The Commercialisation Office consists of two male and two female staff members.

Client profile and core business analysis

The client profile of the Commercialisation Office consists of all full-time and part-time staff and students of the University. The Commercialisation Office had 15 projects running at the beginning of the year that increased to 20 at the end of the year. The Office could barely handle the requests and

enquiries that came to in, without soliciting for more projects. This is an indication of the need and usefulness of this office at the University. Except for more IP projects started in 2009, other commercial projects not related to academics were also handled by the Commercial Office. These were the UJ Brand Shop, 2010 soccer accommodation, hotel development, Phumani Paper and some sport-related business. Some of the highlights of the larger projects are as follows:

Photovoltaic Technology Intellectual Property (Pty) Ltd

This spin-off company owns the intellectual property for the manufacturing of thin film CIGS (Copper indium gallium selenide) photovoltaic panels with a two-step process. The dispute with the German licence holder was settled and the company earned R25 million. The patent has also been granted in a large number of countries, including America. This has increased the enquiries from international manufacturers. A South African licence was signed at the end of the previous year, but due to the immaturity of process equipment, the building of the manufacturing plant was postponed.

Student identification

As a result of research in the Information Technology department, the University started a partnership with the development company to ensure the integrity of students writing examinations by recording students attending lectures. This project was partly funded by the International Data Corporation and the University. Prototype equipment was built and tested and first trial tests revealed the enormous potential for this technology.

Gradnet (Pty) Ltd

As a result of research in the Information Management Department, an alumni management system was developed. The first programme was implemented and tested at the University and as a result thereof and further application possibilities identified, it was decided to expand this project for use by all universities and industry. A large amount of time was spent on finding the correct partner for the IT development. The final decision on the IP programming will be made early in 2010. The potential commercial, marketing and cost saving benefits for any university is large. It will be necessary to find equity partners to bring this project to its full potential.

Down draft clean burning stove

A contract staff member designed and tested a low quality coal burning stove with extreme low emissions. This stove was tested in our stove testing Centre (Setar). After the evaluation of the stove costs and potential benefits, it was decided to develop a prototype stove for commercial use, especially in households that do not have sufficient electricity power. Final drawings have been received and checked and the stove will be built in 2010.

Qualification Verification Services (Pty) Ltd (QVS)

QVS is a company that was developing software to enable any user to verify qualifications on an online basis. QVS offered shareholding and profit share to the University, if they would assist in the start and roll-out of the company. The University assisted in the scope and needs of universities and the testing of the programmes that went live and operational on 8 January 2010. Apart from input from University staff and the Commercialisation Office, this will save the University time and money in the future and 50% of all future revenue, by verifying the university student's qualifications.

UJ brand shop

The Commercialisation Office investigated all the different models for the marketing of the University brand. A public private partnership was entered into with equal sharing of benefits. This was launched in August 2009 and has exceeded budget to the end of the year. The benefit of the shop is not only the correct and efficient brand management, but also entrepreneurial input from the private partner. This concept will be rolled out to all four campuses.

Governance review

The projects undertaken by the Commercialisation Office are in diverse fields of knowledge and each project has its own individuality. It sometimes requires quick decision-making and follow-up. This poses the challenge to the University-at-large and to the Commercialisation Office to take advantage of commercial opportunities, but still be within the rules of governance of the University. The biggest challenge is readily available legal expertise, with regard to both IP and commercial expertise. The Commercial Office abides strictly by the governance rules of the University. During the year, the UJ

Policy on the Protection, Management and Commercial Exploitation of Intellectual Property was approved by the University board. A charter for the advisory board for UJ commercialisation was approved and will be implemented during 2010.

Financial review

Apart from the operational expenditure and staff costs for the Commercialisation Office, it is difficult to budget for possible expenditure. This is due to the fact that the funding needs of each project are different. The principle used in the budgeting process was that operational expenditure of the Office was budgeted and that all other projects related to expenditure and funding were approved on a project-by-project basis and financed by the DVC: Finance's budget.

Quality management

The Commercialisation Office has standardised documentation for the management of intellectual property. All expenditure outside of the approved budget is approved by the DVC: Finance. Minutes of all project meetings are circulated after the meetings and regular evaluation of project schedules are undertaken. Due to the different nature of each project it is difficult to standardise the management of each project.

An uneven flow of projects and the available staff makes management of these projects a challenge.

Risk management

In principle, all projects are ring-fenced. This means that there is always a firewall between the project and the University and all risks are identified prior to approval. As the Commercialisation Office is permanently involved in these projects, the risk aspect is evaluated at every project meeting. Extensive use is made of the governance office in any legal agreement signed by the University.

Strategic focus for 2010

The strategic thrust for the next year by the Commercialisation Office will be on four fronts:

- the establishment of the UJ commercial incubator;
- marketing of the Commercialisation Office's services to students and staff of the University;
- closer co-operation with the research department;
- management of each project according to the project schedule to ensure financial and other benefits to the University.



Aart Boessenkool (Prof)
Director: Commercialisation

UJ FINANCIAL REVIEW

The 2009 financial year was expected to be very challenging. Very tight budgetary controls and tough economic conditions were some of the factors having an impact on the financial results for the year. The financial principles adopted by UJ clearly state that the University will, at all times, endeavour to ensure a match between recurring expenses and recurring income and this assisted in managing the finances in tough times. Non-recurring income is used to finance once-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 budgeted requests and the 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 MEC for consideration. On recommendation of the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to the Council.

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

In 2009, the annual financial statements are, for the first time, fully IFRS (International Financial Reporting Standards) compliant. The results show an operating deficit of R2 million, but the total surplus, ignoring the pension surplus adjustment and fair value adjustment and after taking investment income into account, amounts to R152 million (2008: R245 million). The main reasons for this pleasing outcome were a better-than-expected state subsidy income, increased enrolments resulting in higher fee income and higher income from donations. A campaign to increase cost consciousness and improve cost efficiency has yielded substantial savings in expenditure.

The positive market conditions and a better-than-budgeted operating outcome mean that reserves have increased over the year. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the University Trust and funds managed on behalf of external parties (mostly bursary funds). As a number of large projects are currently underway, and with more to be launched during 2010, especially the Doornfontein infrastructure project, a certain amount of reserves have been specifically earmarked for capital expenditure related to these projects. Reserves were positively affected by recovering equity markets, as well as our ability to consistently outperform the risk-adjusted benchmarks on all our investment portfolios in 2009.

The UJ Pension Fund surplus, recognised in terms of IFRS, implied that R132 million was included in the Statement of Financial Position. It is important to note that the utilisation of the pension surplus is governed by the UJ Pension Fund Rules and that it is not directly under the control of the UJ Council.

The budget philosophy of at least a budget operating break-even should be achieved within the next three years, while the maintenance of a strong balance sheet is key to the financial sustainability of the University. As the University moves forward in the implementation of its Strategic Plan, it is clear that additional income generated from the strong balance sheet will remain very important in supporting future strategic initiatives.



G.M.B. Coetzer (Ms)

Chairperson: Council Finance Committee



J.H. Kriek (Prof)

Deputy Vice-Chancellor: Finance

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY
OF THE MEMBERS OF COUNCIL**

For the year ended 31 December 2009

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 pages 4 to 63 of this Annual Report for 2009 have been prepared in accordance with International Financial Reporting Standards, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the 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 the Council on 27 May 2010 and signed on its behalf by:



R. Marcus (Prof)
Chair of Council



I.L. Rensburg (Prof)
Vice-Chancellor and Principal



J.H. Kriek (Prof)
Deputy Vice-Chancellor: Finance

AUDITED FINANCIAL STATEMENTS

UNIVERSITY OF JOHANNESBURG ANNUAL FINANCIAL STATEMENTS

For the year ended 31 December 2009 .



REPORT OF THE INDEPENDENT AUDITORS TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

We have audited the group annual financial statement of the University of Johannesburg, which comprise the consolidated statement of financial position as at 31 December 2009, and the consolidated statement of comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 4 to 63.

Members of Councils' 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 International Financial Reporting Standards. 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 management, 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.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the consolidated financial position of the University of Johannesburg as at 31 December 2009, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards.

Other matter

The supplementary information set out on pages 64 to 68 does not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly we do not express an opinion thereon.

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc
Director: MSI Gani
Registered Auditor
Menlyn
10 June 2010

Executive: S P Kana (Chief Executive Officer) T P Blandin de Chalais D J Fölscher G M Khumalo I S Sehoole S Subramoney F Tonelli

Resident Director in Charge: M S I Gani

The Company's principal place of business is at 2 Eglin Road, Sunninghill where a list of directors' names is available for inspection.
PricewaterhouseCoopers Inc is an authorised financial services provider.
VAT reg.no. 4950174682

REPORT OF THE INDEPENDENT AUDITORS TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

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PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc
Director: MSI Gani
Registered Auditor
Menlyn
10 June 2010

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

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**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL
for the year ended 31 December 2009**

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R Marcus (Prof)
Chair of Council

.....

IL Rensburg (Prof)
Vice-Chancellor and Principal

.....

JH Kriek (Prof)
Deputy Vice Chancellor: Finance

.....

REPORT OF THE INDEPENDENT AUDITORS TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

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Opinion

In our opinion, the financial statements present fairly, in all material respects, the consolidated financial position of the University of Johannesburg as at 31 December 2009, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards.

Other matter

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PricewaterhouseCoopers Inc
Director: MSI Gani
Registered Auditor
Menlyn
10 June 2010

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2009

	Notes	2009 R'000	2008 R'000 Restated	1-Jan-08 R'000 Restated
ASSETS				
Non-current assets		3,294,786	2,717,183	2,758,629
Property, plant and equipment	3	1,081,927	862,956	743,523
Intangible assets	4	9,635	14,831	14,237
Investment in joint venture	5.2	9,141	-	-
Available-for-sale financial assets	6	2,061,490	1,714,536	1,814,725
Defined benefit pension plan surplus	14	132,593	124,860	183,240
Non-current receivables		-	-	2,904
Current assets		606,273	554,812	533,768
Inventories	7	7,328	7,726	3,238
Receivables and prepayments	8	71,127	126,641	82,305
Students for fees		29,600	86,897	39,507
Other receivables		41,527	39,744	42,798
Cash and cash equivalents	9	527,818	420,445	448,225
		3,901,059	3,271,995	3,292,397
EQUITY AND LIABILITIES				
EQUITY				
Retained earnings		693,368	655,821	811,424
Other reserves		2,365,865	2,076,248	2,061,856
Total Equity		3,059,233	2,732,069	2,873,280
LIABILITIES				
Non-current liabilities		540,610	322,900	220,604
Borrowings	10	49,493	52,854	55,094
Government grant	11	340,000	130,000	30,000
Post-employment benefit obligations	14	151,117	140,046	135,510
Current liabilities		301,216	217,026	140,355
Trade payables, accruals and other liabilities	12	234,873	174,659	147,579
Student deposits received and income received in advance		65,418	41,856	47,297
Borrowings	10	925	511	3,637
Total Liabilities		841,826	539,926	419,117
		3,901,059	3,271,995	3,292,397

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2009**

	Note	2009	2008
		R '000	R '000 Restated
Revenue		1,702,095	1,441,977
State appropriations - subsidies and grants		898,011	790,903
Tuition and other fee income		767,848	622,797
Research income		36,236	28,277
Other operating income	16	210,541	156,032
Operating income		1,912,636	1,598,009
Personnel	13	(1,119,927)	(903,977)
Depreciation		(35,361)	(25,447)
Amortisation		(5,362)	(4,629)
Bursaries		(99,528)	(62,216)
Other operating expenses	15	(677,589)	(607,264)
Operating profit / (loss)		(25,131)	(5,524)
Share of income from joint venture	5.2	13,272	-
Income from investments	17	161,953	247,487
Finance income	18	8,790	12,595
Finance costs	18	(6,658)	(9,175)
Surplus for the year		152,226	245,383
Other comprehensive income			
Fair value adjustments on available-for-sale financial assets		183,216	(289,357)
Actuarial gains and losses on defined benefit plans	14	(8,278)	(97,237)
Total comprehensive income for the year		327,164	(141,211)

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2009**

	Retained earnings	Available- for-sale reserve	Other reserves	Total
Notes	R '000	R '000	R '000	R '000
Balance as at 01 January 2009	655,821	59,341	2,016,907	2,732,069
Surplus for the year	152,226	-	-	152,226
Other comprehensive income	(8,278)	183,216	-	174,938
Fair value movement		216,988		
Fair value movement transfer on disposal of investments		(33,772)		
Transfers	(106,401)		106,401	-
Balance as at 31 December 2009	<u>693,368</u>	<u>242,557</u>	<u>2,123,308</u>	<u>3,059,233</u>
Balance as at 01 January 2008 as previously reported under SA GAAP	628,184	348,698	1,713,158	2,690,040
Pension fund surplus	183,240	-	-	183,240
Balance as at 01 January 2008 restated under IFRS	811,424	348,698	1,713,158	2,873,280
Surplus for the year	245,383	-	-	245,383
Other comprehensive income	(97,237)	(289,357)		(386,594)
Fair value movement		(214,655)		
Fair value movement transfer on disposal of investments		(74,702)		
Transfers	(303,749)		303,749	-
Balance as at 31 December 2008	<u>655,821</u>	<u>59,341</u>	<u>2,016,907</u>	<u>2,732,069</u>

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 December 2009**

	Notes	2009 R'000	2008 R'000 Restated
Cash flows from operating activities			
Cash generated from / (utilised in) operations	20	159,994	(43,681)
Finance cost	18	(6,658)	(9,175)
Finance income	18	8,790	12,595
Net cash generated from / (utilised in) operating activities		162,126	(40,261)
Cash flows from investing activities			
Purchases of property, plant and equipment	3	(254,377)	(146,613)
Proceeds from sale of property, plant and equipment	20	3,674	8,502
Purchases of intangible assets	4	(177)	(5,262)
Investment in joint venture	5.2	(9,141)	-
Purchase of investments	6	(1,728,466)	(870,579)
Proceeds from sale of available-for-sale financial assets	6	1,598,500	756,110
Decrease in non-current receivables		-	2,904
Interest income	17	99,466	132,641
Dividends received	17	28,715	40,144
Net cash outflow from investing activities		(261,806)	(82,153)
Cash flow from financing activities			
Increase in government grant	11	210,000	100,000
Repayments of borrowings	10	(2,947)	(5,366)
Net cash inflow from financing activities		207,053	94,634
Net increase / (decrease) in cash and cash equivalents		107,373	(27,780)
Cash and cash equivalents at beginning of the year	9	420,445	448,225
Cash and cash equivalents at end of the year		527,818	420,445

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

1 General information

The consolidated financial statements were authorised for issue by the Council on 27 May 2010.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

2.1 Basis of presentation

The consolidated financial statements of the University of Johannesburg have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 23.

Please refer to note 2.20 for an explanation of the University's transition to IFRS.

2.1.1 Changes in accounting policies and disclosures

- a) Certain new IFRS, amendments and interpretations to existing IFRS have been published that are mandatory for accounting periods beginning on or after 1 January 2009 or later periods, which the University has elected not to early adopt.
- b) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

IFRS 2 (amendment), Share-based payment (effective 1 January 2009)

Deals with vesting conditions and cancellations. It clarifies that vesting conditions are service conditions and performance conditions only. Other features of a share-based payment are not vesting conditions. These features would need to be included in the grant date fair value for transactions with employees and others providing similar services; they would not impact the number of awards expected to vest or valuation thereof subsequent to grant date. All cancellations, whether by the entity or by other parties, should receive the same accounting treatment.

The amendment is deemed not relevant to the University, as the University does not issue shares.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- b) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

IFRS 7 (amendment), Financial instruments – Disclosures (effective 1 January 2009)

The amendment requires enhanced disclosures about fair value measurement and liquidity risk. In particular, the amendment requires disclosure of fair value measurements by level of a fair value measurement hierarchy. The change in accounting policy results only in additional disclosures.

IFRS 8, Operating Segments (effective 1 January 2009)

IFRS 8 requires an entity to adopt the 'management approach' to reporting on the financial performance of its operating segments. The standard sets out requirements for disclosure of information about an entity's operating segments and also about the entity's products and services, the geographical areas in which it operates, and its major customers. The disclosure should enable users of the financial statements to evaluate the nature and financial effects of the business activities in which it engages and the economic environments in which it operates.

The standard is deemed not relevant to the University.

IAS 1 (revised), Presentation of financial statements (effective 1 January 2009)

The revised standard prohibits the presentation of items of income and expenses (that is, 'non-owner changes in equity') in the statement of changes in equity, requiring 'non-owner changes in equity' to be presented separately from owner changes in equity in a statement of comprehensive income. As a result the University presents in the consolidated statement of changes in equity all 'owner' changes in equity, whereas all 'non-owner' changes in equity are presented in the consolidated statement of comprehensive income. Comparative information has been re-presented so that it also is in conformity with the revised standard. The change in accounting policy only impacts presentation aspects.

IAS 23 (revised), Borrowing costs (effective 1 January 2009)

The main change from the previous version of IAS 23 is the removal of the option of immediately recognising as an expense borrowing costs that relate to assets that take a substantial period of time to get ready for use or sale.

The University has not capitalised any borrowing costs as no qualifying asset was acquired, constructed or produced during the financial year ended 31 December 2009.

Amendments to IFRS 1 and IAS 27, Cost of an investment in a Subsidiary, Jointly Controlled Entity or Associate (effective 1 January 2009)

The amendments allow first-time adopters to use a deemed cost of either fair value or the carrying amount under previous accounting practice to measure the initial cost of investments in subsidiaries, jointly controlled entities and associates in the separate financial statements. The amendment also removed the definition of the cost method from IAS 27 and replaced it with a requirement to present dividends as income in the separate financial statements of the investor.

The University does not issue separate financial statements for the parent entity.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- b) During the year, the following IFRS, amendments and interpretations of IFRS became effective: (continued)

Amendment to IAS 32, Financial Instruments: Presentation and IAS 1 – Puttable Financial Instruments and Obligations Arising on Liquidation (effective 1 January 2009)

The amendments require entities to classify the following types of financial instruments as equity, provided they have particular features and meet specific conditions: a) puttable financial instruments (for example, some shares issued by co-operative entities); b) instruments, or components of instruments, that impose on the entity an obligation to deliver to another party a pro-rata share of the net assets of the entity only on liquidation (for example, some partnership interests and some shares issued by limited life entities). Additional disclosures are required about the instruments affected by the amendments.

The standard is deemed not relevant to the University.

Improvements to IFRS

Unless otherwise specified the amendments are generally effective from 1 January 2009.

This is a collection of amendments to IFRS. These amendments are the result of conclusions the IASB reached on proposals made in its annual improvements project. The annual improvements project provides a vehicle for making non-urgent but necessary amendments to IFRS. Some amendments involve consequential amendments to other IFRS.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- b) During the year, the following IFRS, amendments and interpretations of IFRS became effective: (continued)

IFRS	Subject of amendment
IFRS 5 Non-current Assets Held for Sale and Discontinued Operations	Plan to sell the controlling interest in a subsidiary
IAS 1 Presentation of Financial Statements	Current/non-current classification of derivatives
IAS 16 Property, Plant and Equipment	Recoverable amount
	Sale of assets held for rental
IAS 19 Employee Benefits	Curtailments and negative past service cost
	Plan administration costs
	Replacement of term 'fall due'
	Guidance on contingent liabilities
IAS 20 Accounting for Government Grants and Disclosure of Government Assistance	Government loans with a below-market rate of interest
IAS 23 Borrowing Costs	Components of borrowing costs
IAS 27 Consolidated and Separate Financial Statements	Measurement of subsidiary held for sale in separate financial statements
IAS 28 Investments in Associates	Required disclosures when investments in associates are accounted for at fair value through profit or loss
	Impairment of investment in associate
IAS 31 Interests in Joint Ventures	Required disclosures when interests in jointly controlled entities are accounted for at fair value through profit or loss
IAS 29 Financial Reporting in Hyperinflationary Economies	Description of measurement basis in financial statements
IAS 36 Impairment of Assets	Disclosure of estimates used to determine recoverable amount
IAS 38 Intangible Assets	Advertising and promotional activities
	Units of production method of amortisation
IAS 39 Financial Instruments: Recognition and Measurement	Reclassification of derivatives into or out of the classification of at fair value through profit or loss
	Designating and documenting hedges at the segment level
	Applicable effective interest rate on cessation of fair value hedge accounting
IAS 40 Investment Property	Property under construction or development for future use as investment property
IAS 41 Agriculture	Discount rate for fair value calculations
	Additional biological transformation

None of these improvements are considered to significantly impact the University.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- b) During the year, the following IFRS, amendments and interpretations of IFRS became effective: (continued)

Amendment to IFRIC 9, Reassessment of Embedded Derivatives and IAS 39 - Financial Instruments: Recognition and Measurement (effective 1 July 2008)

The amendments clarify that if an asset is reclassified under the amendment to IAS 39 and IFRS 7 it must be assessed for embedded derivatives at the date of reclassification. In addition, a contract that includes an embedded derivative that cannot be separately measured, is prohibited from being reclassified out of the 'at fair value through profit or loss' category.

The interpretation is deemed not relevant to the University.

IFRIC 13, Customer loyalty programmes (effective 1 July 2008)

This clarifies that where goods or services are sold together with a customer loyalty incentive (for example, loyalty points or free products), the arrangement is a multiple-element arrangement and the consideration receivable from the customer is allocated between the components of the arrangement using fair values.

The interpretation is deemed not relevant to the University.

IFRIC 15, Agreements for the construction of Real Estate (effective 1 January 2009)

IFRIC 15 addresses diversity in accounting for real estate sales. IFRIC 15 clarifies how to determine whether an agreement is within the scope of IAS 11 – Construction contracts or IAS 18 - Revenue and when revenue from construction should be recognised. The guidance replaces example 9 in the appendix to IAS 18.

The interpretation is deemed not relevant to the University.

IFRIC 16, Hedges of a Net Investment in a Foreign Operation (effective 1 October 2008)

IFRIC 16 provides guidance on identifying the foreign currency risks that qualify as a hedged risk (in the hedge of a net investment in a foreign operation). It secondly provides guidance on where, within a group, hedging instruments that are hedges of a net investment in a foreign operation can be held to qualify for hedge accounting. Thirdly, it provides guidance on how an entity should determine the amounts to be reclassified from equity to profit or loss for both the hedging instrument and the hedged item.

The interpretation is deemed not relevant to the University.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2009**

2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- c) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2009:

The University will apply the standards and interpretations when they become effective, the impact of which is still in the process of being finalised by management.

IFRS 1 (revised), First time Adoption of International Financial Reporting Standards (effective 1 July 2009)

The revised standard has an improved structure but does not contain any technical changes.

IFRS 2 (amendment), Group cash-settled share-based payment transactions (effective 1 January 2010)

In addition to incorporating IFRIC 8, 'Scope of IFRS 2', and IFRIC 11, 'IFRS 2 – Group and treasury share transactions', the amendments expand on the guidance in IFRIC 11 to address the classification of group arrangements that were not covered by the interpretation.

IFRS 3 (revised), Business combinations (effective 1 July 2009)

The revised standard continues to apply the acquisition method to business combinations, with some significant changes. For example, all payments to purchase a business are to be recorded at fair value at the acquisition date, with contingent payments classified as debt subsequently re-measured through the statement of comprehensive income. There is a choice on an acquisition-by-acquisition basis to measure the non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. All acquisition-related costs should be expensed.

IFRS 9, Financial Instruments (effective 1 January 2013)

The standard improves and simplifies the approach for classification and measurement of financial assets compared with the requirements of IAS 39. The standard applies a consistent approach to classifying financial assets and results in one impairment method.

IAS 27 (revised), Consolidated and Separate Financial Statements (effective 1 July 2009)

IAS 27 (revised) requires the effects of all transactions with non-controlling interests to be recorded in equity if there is no change in control. They will no longer result in goodwill or gains and losses. The standard also specifies the accounting when control is lost. Any remaining interest in the entity is re-measured to fair value and a gain or loss is recognised in profit or loss.

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2.1 Basis of presentation

2.1.1 Changes in accounting policies and disclosures

- c) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2009 (continued):

IAS 39 (amendment), Financial Instruments: Recognition and Measurement Exposures Qualifying for Hedge Accounting (effective 1 July 2009)

The amendment makes two significant changes. It prohibits designating inflation as a hedgeable component of a fixed rate debt. It also prohibits including time value in the one-sided hedged risk when designating options as hedges.

- d) Improvements to IFRS

This is a collection of amendments to IFRS. These amendments are the result of conclusions the IASB reached on proposals made in its annual improvements project. The annual improvements project provides a vehicle for making non-urgent but necessary amendments to IFRS. Some amendments involve consequential amendments to other IFRS.

IFRS	Subject of amendment
IFRS 2 Share-based Payment	Scope of IFRS 2 and revised IFRS 3
IFRS 5 Non-current Assets Held for Sale and Discontinued Operations	Disclosures of non-current assets (or disposal groups) classified as held for sale or discontinued operations
IFRS 8 Operating Segments	Disclosure of information about segment assets
IAS 1 Presentation of Financial Statements	Current/non-current classification of convertible instruments
IAS 7 Statement of Cash Flows	Classification of expenditures on unrecognised assets
IAS 17 Leases	Classification of leases of land and buildings
IAS 18 Revenue	Determining whether an entity is acting as a principal or as an agent
IAS 36 Impairment of Assets	Unit of accounting for goodwill impairment test
IAS 38 Intangible Assets	Additional consequential amendments arising from revised IFRS 3
	Measuring the fair value of an intangible asset acquired in a business combination
IAS 39 Financial Instruments: Recognition and Measurement	Treating loan prepayment penalties as closely related embedded derivatives
	Scope exemption for business combination contracts
	Cash flow hedge accounting
IFRIC 9 Reassessment of Embedded Derivatives	Scope of IFRIC 9 and revised IFRS 3
IFRIC 16 Hedges of a Net Investment in a Foreign Operation	Amendment to the restriction on the entity that can hold hedging instruments

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.1 Basis of presentation (continued)

2.1.1 Changes in accounting policies and disclosures (continued)

d) Improvements to IFRS (continued)

IFRIC 17, Distribution of non-cash assets to owners (effective 1 July 2009)

The interpretation is part of the IASB's annual improvements project published in April 2009. This interpretation provides guidance on accounting for arrangements whereby an entity distributes non-cash assets to shareholders either as a distribution of reserves or as dividends. IFRS 5 has also been amended to require that assets are classified as held for distribution only when they are available for distribution in their present condition and the distribution is highly probable.

IFRIC 18, Transfers of assets from customers (effective 1 July 2009)

IFRIC 18 clarifies the accounting treatment for transfers of property, plant and equipment received from customers. This interpretation applies to agreements with customers in which the entity receives cash from a customer when that amount of cash must be used only to construct or acquire an item of property, plant and equipment and the entity must then use the item of property, plant and equipment either to connect the customer to a network or to provide the customer with ongoing access to a supply of goods and services, or to do both.

None of the above IFRS, amendments and interpretations to IFRS is expected to significantly impact the University once effective.

2.2 Consolidation

2.2.1 Subsidiaries

Subsidiary entities are all entities over which the University has the power, directly or indirectly, to exercise control. Control is the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. All subsidiaries are consolidated. Subsidiaries are consolidated with effect from the date on which effective control is transferred to the University and are no longer consolidated with effect from the date that control ceases.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the University. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any minority interest. The excess of the cost of acquisition over the fair value of the University's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the statement of comprehensive income.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.2 Consolidation (continued)

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.2.2 Joint Ventures

Joint Ventures are all entities over which the University has significant influence but not control. Investments in joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in joint ventures includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its joint ventures' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Unrealised gains on transactions between the University and its joint ventures are eliminated to the extent of the University's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the University.

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.3 Fund allocation

Equity is divided into the following categories:

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

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

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

- National Research Foundation 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 or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

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

- Designated funds
 - Personal research funds
 - Departmental reserve funds
 - Departmental bursaries funds
 - Division reserve funds
 - Bursaries and scholarships
 - Maintenance of property, plant and equipment
 - Replacement of plant and equipment
 - Acquisition of library and art collections

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2.3 Fund allocation (continued)

2.3.2 Available funds (continued)

a) Designated-use funds (continued)

- Committed funds
 - Capital projects
 - Future pension fund shortfalls

b) Undesignated-use funds

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

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

b) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within 'other operating expenses'.

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2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Library purchases are written off in the year of acquisition.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Buildings	80 to 100 years
Lifts	40 years
Air conditioners and air-conditioner plants	10 years
Gas boilers	10 years
Electric generators	10 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	8 years
Network and mainframe computer equipment	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which they are incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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2.5 Property, plant and equipment (continued)

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit.

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of seven years.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

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2.8 Financial assets

2.8.1 Classification

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

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

2.8.2 Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

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

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the statement of comprehensive income as 'income from investments'.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

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2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) of the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the consolidated statement of comprehensive income.

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10% of the value of the investment over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

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2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.13 Current and deferred income tax

The charge for current tax, where 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 reporting date.

Deferred taxation is accounted for using the statement of financial position 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 income.

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2.14 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

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

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

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2.14 Pension obligations (continued)

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

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

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

2.15 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 former 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 statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Certain employees from the ex-TWR and ex-Vista are eligible for post retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg at the time of the merger.

2.16 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

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2.16 Revenue recognition (continued)

2.16.1 Tuition and other fee income

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

2.16.2 State appropriations – subsidies and grants

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

2.16.3 Research income

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence, are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

2.16.4 Donations

Donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

2.16.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

2.16.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.16.7 Income received for designated purposes

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

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2.17 Accounting for leases

2.17.1 Operating lease

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.17.2 Finance lease

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

2.18 Government grants

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the carrying amount of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset. The grant is recognised in the statement of comprehensive income over the life of the related depreciable asset as a reduced depreciation expense.

2.19 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

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2.20 Transition to IFRS

2.20.1 Basis of preparation

These financial statements for the year ended 31 December 2009 are the University's first annual financial statements that comply with IFRS. The University has applied IFRS 1, *First Time Adoption of IFRS* in preparing these consolidated annual financial statements.

IFRS 1 requires full retrospective application of IFRS. However, the standard allows for exceptions and exemptions from full retrospective application of IFRS. In preparing its first IFRS annual financial statements, the following exemptions were deemed to be applicable to the University:

- **Fair value or revaluation as deemed cost**
The University has elected not to utilise this exemption and has measured items of property, plant and equipment and intangible assets at their historical carrying values as at 1 January 2008 (the opening IFRS reporting date).
- **Employee benefits**
The University has elected to utilise this exemption and has recognised all cumulative actuarial gains and losses as at 1 January 2008 (the opening IFRS reporting date).
- **Designation of previously recognised financial instruments**
The University has elected not to utilise this exemption and has not made any available-for-sale designations as at 1 January 2008 (the opening IFRS reporting date).

The following exemptions are considered not applicable to the group:

- Business combinations
- Compound financial instruments
- Share-based payment transactions
- Insurance contracts
- Changes in existing decommissioning, restoration and similar liabilities included in the cost of property, plant and equipment
- Leases
- Fair value measurement of financial assets or financial liabilities
- Financial assets or intangible assets accounted for in accordance with IFRIC 12 'Service Concession Arrangements'
- Borrowing costs
- Cumulative translation differences
- Assets and liabilities of subsidiaries, associates and joint ventures
- Investments in subsidiaries, jointly controlled entities and associates

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	<u>R'000</u>
Reconciliation of total comprehensive income	
At 31 December 2008	
As previously reported under SA GAAP	206,627
Restatements for accounting corrections	
Adjustment to NTRF liability	(101)
Employee benefits - actuarial gains on defined benefit plans	97,237
Employee benefits - movement on defined benefit pension plan assets	<u>(58,380)</u>
As reported under IFRS	<u><u>245,383</u></u>

	<u>Assets</u>	<u>Liabilities</u>	<u>Equity</u>
	<u>R'000</u>	<u>R'000</u>	<u>R'000</u>
Reconciliation of assets, liabilities and equity			
At 1 January 2008			
As previously reported under SA GAAP	(3,109,157)	419,117	(2,690,040)
Employee benefits - defined pension plan assets	<u>(183,240)</u>	-	<u>(183,240)</u>
As reported under IFRS	<u><u>(3,292,397)</u></u>	419,117	<u><u>(2,873,280)</u></u>

	<u>Retained</u>	<u>Other</u>	<u>Total</u>
	<u>R'000</u>	<u>R'000</u>	<u>R'000</u>
At 1 January 2008			
As previously reported under SA GAAP	628,184	2,061,856	2,690,040
Reserve movements as a result of:			
Employee benefits - defined pension plan assets	<u>183,240</u>	-	<u>183,240</u>
As reported under IFRS	<u><u>811,424</u></u>	2,061,856	<u><u>2,873,280</u></u>

	<u>Retained</u>	<u>Other</u>	<u>Total</u>
	<u>R'000</u>	<u>R'000</u>	<u>R'000</u>
At 31 December 2008			
As previously reported under SA GAAP	531,062	2,076,248	2,607,310
Reserve movements as a result of:			
Adjustment to NTRF liability	(101)	-	(101)
Employee benefits - defined pension plan assets	<u>124,860</u>	-	<u>124,860</u>
As reported under IFRS	<u><u>655,821</u></u>	2,076,248	<u><u>2,732,069</u></u>

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3	Property, plant and equipment	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
	2009 Cost							
	Cost as at 1 January 2009	13,283	18,943	24,598	122,762	940,478	15,628	1,135,692
	Additions during the year	1,649	7,202	6,969	42,253	162,232	34,073	254,378
	Reclassifications	-	(476)	-	(725)	1,201	-	-
	Disposals during the year	(439)	-	(94)	(2,951)	-	(190)	(3,674)
	Cost as at 31 December 2009	<u>14,493</u>	<u>25,669</u>	<u>31,473</u>	<u>161,339</u>	<u>1,103,911</u>	<u>49,511</u>	<u>1,386,396</u>
	Accumulated depreciation							
	Accumulated depreciation as at 1 January 2009	8,236	12,795	11,579	42,404	187,986	9,736	272,736
	Current year depreciation	1,059	4,230	4,519	12,219	10,172	3,161	35,362
	Depreciation on disposal made during the year	(439)	(118)	(76)	(2,687)	(308)	(1)	(3,629)
	Accumulated depreciation as at 31 December 2009	<u>8,856</u>	<u>16,907</u>	<u>16,021</u>	<u>51,936</u>	<u>197,850</u>	<u>12,898</u>	<u>304,469</u>
	Nett carrying amount							
	Cost as at 31 December 2009	14,493	25,669	31,473	161,339	1,103,911	49,511	1,386,396
	Accumulated depreciation as at 31 December 2009	(8,856)	(16,907)	(16,022)	(51,936)	(197,850)	(12,898)	(304,469)
	Net carrying amount as at 31 December 2009	<u>5,637</u>	<u>8,762</u>	<u>15,451</u>	<u>109,403</u>	<u>906,061</u>	<u>36,613</u>	<u>1,081,927</u>

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3 Property, plant and equipment (continued)

	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2008							
Cost							
Cost as at 1 January 2008	9,801	17,239	16,917	100,818	847,213	13,738	1,005,726
Additions during the year	3,505	1,704	8,404	37,001	94,109	1,890	146,613
Disposals during the year	(23)	-	(723)	(15,057)	(844)	-	(16,647)
Cost as at 31 December 2008	13,283	18,943	24,598	122,762	940,478	15,628	1,135,692
Accumulated depreciation							
Accumulated depreciation as at 1 January 2008	7,428	9,979	8,843	47,792	179,442	8,720	262,204
Current year depreciation	831	2,816	3,429	8,811	8,544	1,016	25,447
Depreciation on disposal made during the year	(23)	-	(693)	(14,199)	-	-	(14,915)
Accumulated depreciation as at 31 December 2008	8,236	12,795	11,579	42,404	187,986	9,736	272,736
Nett carrying amount							
Cost as at 31 December 2008	13,283	18,943	24,598	122,762	940,478	15,628	1,135,692
Accumulated depreciation as at 31 December 2008	(8,236)	(12,795)	(11,579)	(42,404)	(187,986)	(9,736)	(272,736)
Net carrying amount as at 31 December 2008	5,047	6,148	13,019	80,358	752,492	5,892	862,956

The loans referred to in note 10 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.

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4 Intangible assets

	Artwork 2009 R'000	Computer Software 2009 R'000	Total 2009 R'000	Artwork 2008 R'000	Computer Software 2008 R'000	Total 2008 R'000
Year ended 31 December						
Cost						
Opening cost	1,518	33,045	34,563	-	29,341	29,341
Additions	44	133	177	1,518	3,744	5,262
Disposal		(11)	(11)	-	(40)	(40)
Total cost	1,562	33,167	34,729	1,518	33,045	34,563
Amortisation						
Opening balance	-	19,732	19,732	-	15,104	15,104
Amortisation charge for the year	-	5,362	5,362	-	4,630	4,630
Amortisation on disposals					(2)	(2)
Total accumulated amortisation	-	25,094	25,094	-	(19,732)	(19,732)
Nett carrying amount						
Cost as at 31 December	1,562	33,167	34,729	1,518	33,045	34,563
Accumulated depreciation as at 31 December	-	(25,094)	(25,094)	-	(19,732)	(19,732)
Net carrying amount as at 31 December	1,562	8,073	9,635	1,518	13,313	14,831

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5. Associates and joint ventures

5.1 Investment in associate

The investment in associate includes the University's 5% interest held in the South African Qualifications Authentication Authority (SAQAA), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

	2009 R'000
Assets	115,431
Liabilities	115,381
Revenue	-
Loss for the year	(30,170)

The value of the University's investment in the SAQAA as at 31 December 2009 is Rnil. This is due to the fact that the University was awarded shares in SAQAA for no consideration. A purchase price allocation carried out did not give rise to any fair values above the net asset value which was close to zero, nor does the University participate in the loss for the current year as reported by SAQAA.

5.2 Investment in joint venture

The investment in joint venture includes the University's 55% interest held in Photovoltaic Intellectual Property (Pty) Ltd (PTIP), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

Cost of investment	-
Plus: share of associate's post tax income	13,272
Less: dividend distributions received	(4,131)
Plus/(minus) share of items recognised in other comprehensive income	-
	<u>9,141</u>

The University's share of the results of the joint venture and its aggregate assets and liabilities is as follows:

Assets	17,499
Liabilities	8,358
Revenue	9,141
Profit for the year	13,272

The value of the University's investment in PTIP as at 31 December 2009 is R 9,141,000. A purchase price allocation carried out did not give rise to any fair values above the net asset value which was close to zero.

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6. Available-for-sale financial assets

	Cost 2009 R'000	Market Value 2009 R'000	Cost 2008 R'000	Market Value 2008 R'000
Opening balance 1 January	1,655,192	1,714,536	1,466,024	1,814,725
Cost of additions during the year	1,728,469	1,728,466	870,579	870,576
Disposals during the year	(1,564,728)	(1,564,728)	(681,408)	(681,408)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(33,772)	-	(74,702)
Increase / (decrease) in market value recognised in other comprehensive income	-	216,988	-	(214,655)
	<u>1,818,933</u>	<u>2,061,490</u>	<u>1,655,195</u>	<u>1,714,536</u>

There was no impairment of available-for-sale financial assets in 2009 and 2008.

Available-for-sale financial assets include the following:

Government bonds and stocks	113,107	111,359	61,852	62,636
Listed - stocks and debentures	226,083	229,074	189,668	195,296
Listed - shares	990,701	1,226,782	971,127	1,018,577
Fixed deposits	206,294	200,551	145,650	148,151
Unlisted - shares	1,130	1,130	1,130	1,130
Other deposits	222,517	233,496	232,855	235,836
Other loans	6,292	6,292	5,432	5,432
Endowment policies	52,806	52,806	47,478	47,478
	<u>1,818,930</u>	<u>2,061,490</u>	<u>1,655,192</u>	<u>1,714,536</u>

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies, including discounted cash flow analysis, as at 31 December 2009. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale. None of these financial assets is either past due or impaired.

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7. Inventories

	2009 R'000	2008 R'000
Consumables at cost	3,494	5,413
Study material at cost	3,834	2,313
	<u>7,328</u>	<u>7,726</u>

The cost of inventories recognised as expense and included in 'other current operating expenses' amounted to R8,977,756 (2008: R7,058,354).

8 Receivables and prepayments

	2009 R'000	2008 R'000
Student receivables	88,403	146,582
Less: Provision for impairment	(58,803)	(59,685)
Student receivables - net carrying amount	<u>29,600</u>	<u>86,897</u>
Advances and pre-payments	15,011	7,775
Deposits	224	167
Staff loans	-	245
Staff receivables and advances	242	295
Value Added Tax	9,086	1,192
Other receivables - net carrying amount	10,424	11,070
Other receivables	<u>11,774</u>	<u>12,139</u>
Less: Provision for impairment	<u>(1,350)</u>	<u>(1,069)</u>
Interest and dividends receivables	<u>6,540</u>	<u>19,000</u>
	<u>71,127</u>	<u>126,641</u>

The fair values of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 21.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

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9 Cash and cash equivalents

	2009 R'000	2008 R'000
Call deposits, cash in the bank and cash on hand	84,712	133,335
Short term deposits	<u>443,106</u>	<u>287,110</u>
	<u>527,818</u>	<u>420,445</u>

The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R).

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	110	110
ABSA fixed deposit	1,250	1,250
Erf 3, Uitsaaisentrum, IR Gauteng	5,000	5,000
Portion 684, Doornfontein, IR Transvaal	2,000	2,000
Erf 636, Doornfontein, IR Transvaal	2,000	2,000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	2,280	2,280

10 Borrowings

Long-term borrowings	50,418	53,365
Current portion transferred to current liabilities	<u>(925)</u>	<u>(511)</u>
	<u>49,493</u>	<u>52,854</u>

a) <i>Government loans secured by increment guarantees</i> Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.	5,550	5,783
b) <i>Loans secured by Government guarantees</i> Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.	12,945	16,002
c) <i>Other secured loans</i> Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings (note 5).	31,923	31,580
	<u>50,418</u>	<u>53,365</u>

For a register of securities details can be obtained at the University's registered office.

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10 **Borrowings** (continued)

The exposure of the University's borrowings to interest rate changes and the contractual repricing dates at the reporting dates are as follows:

	2009 R'000	2008 R'000
Up to 1 year	925	278
Between 1 and 2 years	1,350	668
Between 2 and 5 years	7,735	11,056
After 5 years	<u>40,408</u>	<u>41,363</u>
	50,418	53,365
Less: current portion	<u>(925)</u>	<u>(511)</u>
Less: term portion	<u>49,493</u>	<u>52,854</u>

The fair value is determined using a discounted cash flow analysis based on market observable inputs. The majority of the loans carry variable interest rates which are considered to be market related.

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

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11 Government grant

The Minister of Education has approved student enrolment plans for all higher education institutions for the period up to 2010. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	2009 R'000	2008 R'000
Opening balance as at 1 January	130,000	30,000
Grant received during the year	<u>210,000</u>	<u>100,000</u>
Closing balance as at 31 December	<u><u>340,000</u></u>	<u><u>130,000</u></u>

The grant will be deducted from the carrying amount of the Soweto campus building once construction of the campus has been completed (note 3).

12 Trade payables, accruals and other liabilities

Trade payables	109,449	64,825
Accruals	42,248	34,087
Leave pay accrual	64,133	60,146
Bonus accrual	<u>19,043</u>	<u>15,601</u>
	<u><u>234,873</u></u>	<u><u>174,659</u></u>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

13 Personnel costs

Academic professional	551,963	440,068
Other personnel	476,893	398,502
Pension costs – defined benefit	65,760	56,881
Pension costs – defined contribution	12,192	10,545
Other post-retirement	<u>13,119</u>	<u>(2,019)</u>
	<u><u>1,119,927</u></u>	<u><u>903,977</u></u>

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

- Full time	2,605	2,685
- Part time	2,829	3,157

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14 Post-employment benefits

	2009 R'000	2008 R'000
Post-retirement medical benefits (note 14.1)	140,309	127,172
NTRF pension fund obligation (note 14.2)	10,808	12,874
	<u>151,117</u>	<u>140,046</u>
UJ pension fund surplus (Note 14.2)	132,593	124,860

14.1 Post-retirement medical benefits

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement of these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2009.

	2009 R'000	2008 R'000
Present value of the obligation	140,309	127,172
	<u>140,309</u>	<u>127,172</u>

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	127,172	129,191
Current service cost	4,303	4,968
Interest cost	10,304	10,415
Benefit paid	(4,566)	(4,048)
Net actuarial gains/(losses) recognised in other comprehensive income	3,096	(13,354)
Present value of obligation: end of year	<u>140,309</u>	<u>127,172</u>

Reconciliation of amounts recognised in the statement of comprehensive income:

Current service cost	4,303	4,968
Interest cost	10,304	10,415
Annual expense	14,607	15,383
Active members (in service)	447	473
Continuation members	233	220
	<u>680</u>	<u>693</u>

In the estimating the unfunded liability for post-employment medical care, the following assumptions are made:

Effective date of assumptions	31 Dec 2009	31 Dec 2008
Post retirement plan		
Discount rate	9,25%	8,25%
Health care cost inflation	8,25%	7,25%
Real discount rate	0,92%	0,93%
Continuation of membership	100%	100%
Normal retirement age	65 yrs	65 yrs
Expected retirement age	63.5 yrs	63.2 yrs

The impact of 100 base point decrease in the medical discount rates would increase the liability by R26.9 million (2008: R24.7 million)

14.2 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 benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2007. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

The University withdrew from the National Tertiary Retirement Fund ('NTRF') with effect from 30 June 2008. The members that form part of this fund are to be transferred to the UJ defined benefit pension plan under a Section 14 transfer which is governed by the Pension Funds Act (Act 24 of 1956). As at 31 December 2009, this transfer had not yet taken place.

During the current year, the NTRF won the high court case and the rule amendment was registered resulting in pre-funding amounts being released as a surplus in the NTRF. The Trustees of the NTRF subsequently allocated the pre-funding amounts to the employers and the members with the pre-funding amount being taken into account in arriving at the defined benefit obligation as at 31 December 2009.

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14.2 Pension obligations (continued)

	2009 UJ Pension Fund R'000	2009 NTRF R'000	2008 UJ Pension Fund R'000	2008 NTRF R'000	1/1/2008 UJ Pension Fund R'000
Balance at end of the year					
Present value of the obligation	(426,980)	(10,808)	(399,373)	(12,874)	(381,339)
Fair value of plan assets	559,573	-	524,233	-	564,579
Defined benefit surplus/(obligation) at 31 December	132,593	(10,808)	124,860	(12,874)	183,240

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14.2 Pension obligations (continued)

	2009 UJ Pension Fund R'000	2009 NTRF R'000	2008 UJ Pension Fund R'000	2008 NTRF R'000	1/1/2008 UJ Pension Fund R'000
Reconciliation of the movement in the defined benefit surplus/(obligation):					
Present value of surplus/(obligation): beginning of the year	124,860	(12,874)	183,240	(6,319)	183,274
IAS 19.58(a) limited removed	-	12,366	-	-	-
Contributions paid	6,448	-	5,856	173	5,909
Current service cost	(8,518)	(669)	(7,772)	(582)	(7,282)
Interest cost	(27,943)	(1,185)	(30,607)	(474)	(25,056)
Expected return on plan assets	40,674	-	52,354	-	44,059
Net actuarial gains/(losses) recognised in other comprehensive income	(2,928)	(8,446)	(78,211)	(5,672)	(17,664)
Balance at year end	132,593	(10,808)	124,860	(12,874)	183,240

Reconciliation of amounts recognised in the statement of comprehensive income:

Current service cost	8,518	669	7,772	582	7,282
Interest cost	27,943	1,185	30,607	474	25,056
Expected return	(40,674)	-	(52,354)	-	(44,059)
	(4,213)	1,854	(13,975)	1,056	(11,721)

Number of members

235

253

255

The principal assumptions used for accounting purposes were as follows:

General inflation rate	5,80%	5,80%	4,00%	2,50%	5,50% pa
Discount rate	9,20%	9,20%	7,30%	7,50%	8,30% pa
Expected return on investment	9,80%	9,20%	8,00%	7,50%	9,50% pa
Salary inflation	6,8% plus merit	8,80%	5,00% pa plus merit	5,00% pa plus merit	6,50% pa plus increase

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15 Other operating expenses

The following items are included in 'other operating expenses', among other items:

	2009 R'000	2008 R'000
Repair and maintenance expenses	81,799	67,709
Non-capitalisable assets	36,487	58,163
Expenses relating to library book acquisitions written off	35,399	28,229
Operating leases		
- Equipment and vehicles	11,076	8,175
Auditors remuneration		
- external audit	3,560	1,201
- internal audit	2,241	848
- non-audit services	2,159	-
Unrecoverable debts/amounts written off	19,006	238
Foreign exchange (gains)/losses	(2,039)	644
Cleaning	33,786	24,198
Consulting and contract costs	47,036	81,472
Data Lines	8,752	5,141
Entertainment	26,068	20,800
Hire/Rental	17,740	9,797
Insurance	5,289	5,307
Municipal rates and taxes	54,652	39,432
Printing	39,168	35,336
Security	23,230	18,934
Software licenses	17,024	20,472
Stationary	9,897	9,031
Student and staff development	15,522	13,131
Teaching and lab consumables	20,434	20,503
Telephone and fax	8,336	10,247
Advertising and marketing	20,950	24,375

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16 Other operating income

The following items are included in 'other operating income; among other items:

	2009 R'000	2008 R'000
Hire out of facilities	12,861	3,804
Public sales and services	15,861	11,704
Project income	53,929	42,558
Events/entrance fees	4,052	3,161
Skills development income	5,979	4,849
Sundry income	40,475	45,185
Donations	63,793	40,545
17 Income from investments		
Dividend income on available-for-sale financial assets	28,715	40,144
Interest income	99,466	132,641
Profit on the sale of securities	52,888	87,134
Loss on sale of securities	(19,116)	(12,432)
	<u>161,953</u>	<u>247,487</u>
18 Finance income and finance costs		
Finance cost		
- borrowings and government grant	(6,658)	(9,175)
Finance income		
- students for fees	5,193	7,897
- current accounts	3,597	4,698
	<u>8,790</u>	<u>12,595</u>

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19 Commitments and contingent liabilities

	2009 R'000	2008 R'000
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19.1 Commitments

<i>Commitments – approved, not contracted for</i>	66,000	66,494
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This represents capital expenditure budgeted for at reporting date, but not yet recognised in the financial statements. This expenditure will be financed from designated funds.

Bank guarantees

SA Post Office	250	250
Van Graan & Associates	301	301
City Power of Johannesburg	110	110
Johannesburg City Council	174	174
Eskom Holdings Limited	174	174
ABSA Bank Limited	1,250	1,250

Operating leases

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	18,029	10,501
Lease amounts payable within one year to five years	<u>11,053</u>	<u>10,002</u>
Total operating lease amounts payable	<u>29,082</u>	<u>20,503</u>

19.2 Contingent liability

National Territory Retirement Fund

As disclosed in note 14.2 the University withdrew from the National Tertiary Retirement Fund ("NTRF") with effect from 30 June 2008, and the members forming part of this fund have not been transferred to the UJ defined benefit pension plan at 31 December 2009 under the section 14 transfer. Once the transfer has taken place, the University's defined benefit liability under the new scheme relating to the former NTRF members may differ from the liability currently reflected in note 14.2, the exact amount of which is unknown.

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20 Cash generated from operations

	2009 R'000	2008 R'000
Surplus for the year	152,226	245,383
Adjustments for:		
– Depreciation (note 3)	35,361	25,447
– Amortisation (note 4)	5,362	4,630
– Profit on disposal of property, plant and equipment	(3,629)	(6,769)
– Loss on disposal of intangible assets	-	38
– Share of income from joint venture (note 5.2)	(13,272)	-
– Finance income (note 18)	(8,790)	(12,595)
– Interest income on investments (note 17)	(99,466)	(132,641)
– Finance cost (note 18)	6,658	9,175
– Dividends received (note 17)	(28,715)	(40,144)
– Profit on sale of shares (note 17)	(33,772)	(74,702)
– Current service cost (note 14)	13,490	3,386
– Interest cost (note 14)	39,432	8,236
– Expected return on plan assets (note 14)	(40,674)	(52,354)
– IAS 19.58(a) limited removed (note 14)	(12,366)	-
– Inventory expensed in cost of sales (note 7)	8,977	7,058
– Foreign exchange losses on operating activities	(1,269)	(644)
– Operating leases - straight-line adjustment	753	-
Changes in working capital:		
– receivables and prepayments	55,514	(44,336)
– trade payables, accruals and other liabilities	60,214	27,080
– student deposits and income received in advance	23,562	(5,441)
– inventory	398	(4,488)
	<u>159,994</u>	<u>(43,681)</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Net book amount (note 3)	45	1,733
Profit on disposal	<u>3,629</u>	<u>6,769</u>
Proceeds from disposal of property, plant and equipment	<u>3,674</u>	<u>8,502</u>

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21 Financial risk management

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures whose results are reported to the Committee.

21.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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21.1 **Market risk** (continued)

ii) **Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in Note 9.

A 1% change in the interest rate could have a R4,431,000 (2008: R2,871,100) interest income influence on an annual basis. This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of R4,431,000 (2008: R2,871,100).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in Note 6.

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21.1 **Market risk** (continued)

iii) **Price risk**

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	2009 R'000	2008 R'000
Listed equities	1,226,782	1,018,577

For the year ended 31 December 2009, if the FTSE/JSE CAPI index increased/decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be R122,7 million (2008: R101,9 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

21.2 **Credit risk**

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and clients, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.2 **Credit risk** (continued)

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with AAA rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) **Student and other receivables**

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

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

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21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

Details of the student receivables as at 31 December are:

	2009 R'000	2008 R'000
Student receivables	88,403	146,581
- fully performing	-	-
- past due but not impaired (4 months overdue)	29,600	86,897
- impaired (4 months overdue)	58,803	59,684
Less: Provision for impairment	(58,803)	(59,684)
Student receivables – net carrying amount	<u>29,600</u>	<u>86,897</u>

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to clients with an appropriate credit history. It does not insure its student or other receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December are as follows:

	2009 R'000	2008 R'000
Other receivables	11,774	12,139
- fully performing	9,395	4,081
- past due but not impaired	1,029	6,989
- impaired	1,350	1,069
Less: Provision for impairment	(1,350)	(1,069)
Other receivables – net carrying amount	<u>10,424</u>	<u>11,070</u>

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

	2009 R'000	2008 R'000
Student receivables		
At 1 January	59,684	60,085
Provision for receivables impaired	17,663	36,866
Receivables written off during the year as uncollectable	<u>(18,544)</u>	<u>(37,266)</u>
At 31 December	<u>58,803</u>	<u>59,685</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2006	488	18,501
Handed over to collecting agencies – 2007	9,160	11,528
Handed over to collecting agencies – 2008	14,384	219
Handed over to collecting agencies – 2009	1,914	29,436
4 Months overdue	<u>32,857</u>	<u>-</u>
	<u>58,803</u>	<u>59,684</u>
	2009 R'000	2008 R'000
Other receivables		
At 1 January	1,069	1,862
Provision for receivables impaired	562	1,069
Receivables written off during the year as uncollectable	<u>(281)</u>	<u>(1,862)</u>
At 31 December	<u>1,350</u>	<u>1,069</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2005/2006	145	-
Handed over to collecting agencies – 2007	245	211
Handed over to collecting agencies – 2008	213	525
Impaired as at reporting date	<u>747</u>	<u>333</u>
	<u>1,350</u>	<u>1,069</u>

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	2009 R'000	2008 R'000
Trade receivables		
Counterparties without external credit rating:		
- <i>Current students which will register in 2009/2010.</i> These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2009/2010 registration period.	29,600	86,897
- <i>Interest and dividends receivable.</i> This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at AAA rated entities.	6,540	19,000
- <i>Other receivables</i>		
Group 1 *	9,395	4,081
Group 2*	1,029	6,989
	<u>46,564</u>	<u>116,967</u>
Cash and cash equivalents		
AAA Ratings:		
- <i>Prime South African Banks</i>	527,818	420,445
Available-for-sales financial assets		
AAA ratings:		
- <i>Government stocks and bonds</i>	111,359	62,636
- <i>Listed stocks and debentures</i>	229,074	195,636
- <i>Listed shares all top 40 companies</i>	1,226,782	1,018,577
- <i>Fixed and other deposits, prime South African Banks</i>	434,047	383,987
- <i>Endowment policies, top 40 South African insurance companies</i>	52,806	47,478
- <i>Unlisted shares</i>	1,130	1,130

*Group 1 – New customers (less than 2 months).

*Group 2 – Existing customers (more than 2 months, but not older than 3 months) with no defaults in the past.

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21.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and employment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyse the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 Years R'000	Between 2 and 5 Years R'000	Over 5 years R'000
31 December 2009				
Non-current borrowings	925	1,350	7,735	40,408
Accounts payable	151,697	-	-	-
31 December 2008				
Non-current borrowings	278	668	11,056	41,363
Accounts payable	98,912	-	-	-

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from budget funds.

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21.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2009			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2,061,490	2,061,490
Trade and other receivables (excluding prepayments)	46,564	-	46,564
Cash and cash equivalents	527,818	-	527,818
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			49,493
Trade payables			151,697
Borrowings included in current liabilities			925

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.5 **Financial instruments by category** (continued)

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2008			
Available-for-sale financial assets	-	1,714,536	1,714,536
Trade and other receivables (excluding prepayments)	116,967	-	116,967
Cash and cash equivalents	420,445	-	420,445
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			52,854
Trade payables			98,912
Borrowings included in current liabilities			511

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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21.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value, this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2009:

	Level 1	Level 2	Total
Available-for-sale financial assets			
- listed shares	1,226,782	-	1,226,782
- listed stocks and debentures	229,074	-	229,074
- government stocks and bonds	111,359	-	111,359
- fixed deposits	-	200,551	200,551
- unlisted shares	-	1,130	1,130
- other deposits and loans	-	239,788	239,788
- endowment policies	-	52,806	52,806
	<u>1,567,215</u>	<u>494,275</u>	<u>2,061,490</u>

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

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22 Related party transactions

22.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members
- Management comprises the members of the Management Executive Committee, Executive Deans of faculties, Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Members of Council R'000	Management R'000	2009 R'000	2008 R'000
Salaries and other short-term employee benefits	-	42,573	42,573	37,407
Other long-term benefits	277	-	277	235

22.2 Payment to members of the Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of members	Attendance at meetings – aggregate amount paid R'000	Reimbursements of expenses – aggregate paid R'000
Chair of Council	1	39	-
Chairs of committees	4	83	7
Members of Council	13	155	10
		<u>277</u>	<u>17</u>

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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22 **Related party transactions** (continued)

22.3 **Related parties**

The University of Johannesburg controls or owns 100% of the shares of the following companies:

- Million Up Trading (Pty) Ltd
- TWR Business Enterprises (Pty) Ltd
- ARSA (Pty) Ltd

The University of Johannesburg is the sole beneficiary of the following Trusts:

- UJ Trust
- TWR Trust
- STH Foundation Trust

The University of Johannesburg has a 55% investment in the following joint venture:

- Photovoltaic Intellectual Property (Pty) Ltd

The University of Johannesburg has a 5% investment in the following associate:

- South African Qualifications Authentication Authority (Pty) Ltd

22.4 **Transactions with related parties**

No transaction other than loans, lease of office and administration fees have taken place between the University of Johannesburg and its subsidiaries. All inter-group transactions were eliminated on consolidation.

No amounts were received / paid to the subsidiaries during the year.

The details of transactions with associates and joint ventures are detailed in note 5.

22.5 **Transactions with subsidiaries**

The loans are unsecured and bear no interest. There is no allowance for credit losses, nor any bad debt written off during the year, that relates to related parties.

23 **Critical accounting estimates and assumptions**

The University makes estimates and assumptions concerning the future. These estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

23.1 *Provision for impairment of trade receivables and student debtors*

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

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**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
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23 **Critical accounting estimates and assumptions** (continued)

23.2 *Provision for post-retirement medical aid liability*

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2009 are disclosed in note 14. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

23.3 *Depreciation of property, plant and equipment*

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

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**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2009**

Unaudited supplementary information

	2009 R'000	2008 R'000
ASSETS		
Non-current assets	3,294,786	2,717,183
Property, plant and equipment	1,081,927	862,956
Intangible assets	9,635	14,831
Investment in joint venture	9,141	-
Available-for-sale financial assets	2,061,490	1,714,536
Defined benefit pension plan assets	132,593	124,860
Current assets	606,273	554,812
Inventories	7,328	7,726
Receivables and repayments	71,127	126,641
- Students for fees	29,600	86,897
- Other receivables	41,527	39,744
Cash and cash equivalents	527,818	420,445
	<u>3,901,059</u>	<u>3,271,995</u>
EQUITY AND LIABILITIES EQUITY		
Non-distributable reserves	1,283,701	883,764
Funds invested in property, plant and equipment	1,041,144	824,423
Non-current investment revaluation	242,557	59,341
Reserve funds	1,775,532	1,848,305
<i>Restricted use funds</i>	625,577	735,567
Student residences funds	34,032	45,975
Trust/donor/bursary funds	591,545	689,592
<i>Unrestricted funds</i>	1,149,955	1,112,738
Designated/committed funds	456,587	456,917
Undesignated use funds	693,368	655,821
LIABILITIES	841,826	539,926
Non-current liabilities	540,610	322,900
Borrowings	49,493	52,854
Government grant	340,000	130,000
Post-employment benefit obligations	151,117	140,046
Current liabilities	301,216	217,026
Trade payables, accruals and other liabilities	215,209	156,107
Provisions	19,664	18,552
Student deposits received and income received in advance	65,418	41,856
Borrowings	925	511
	<u>3,901,059</u>	<u>3,271,995</u>

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2009**

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2009 R'000
2009					
Total income	1,847,802	182,082	2,029,884	66,767	2,096,651
Recurring items	1,844,128	182,082	2,026,210	66,767	2,092,977
State appropriations – subsidies and grants	898,011	-	898,011	-	898,011
Tuition and other fee income	705,148	1,926	707,074	60,774	767,848
Income from contracts	5,617	34,227	39,844	-	39,844
For research	2,054	34,182	36,236	-	36,236
For other activities	3,563	45	3,608	-	3,608
Sales of goods and services	95,831	51,177	147,008	2,882	149,890
Private gifts and grants	15,586	35,123	50,709	2,660	53,369
Sub-total	1,720,193	122,453	1,842,646	66,316	1,908,962
Income from investments	117,200	58,025	175,225	-	175,225
Finance income	6,735	1,604	8,339	451	8,790
Non-recurring items	3,674	-	3,674	-	3,674
Profit/loss on disposal of PPE	3,674	-	3,674	-	3,674

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME - continued
for the year ended 31 December 2009**

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2009 R'000
2009					
Total expenditure	1,735,772	129,942	1,865,714	78,711	1,944,425
Recurring items	1,702,168	128,046	1,830,214	77,724	1,907,938
Personnel	1,074,721	34,010	1,108,731	11,196	1,119,927
Academic professional	576,324	18,064	594,388	5,947	600,335
Other personnel	498,397	15,946	514,343	5,249	519,592
Other current operating expenses	537,109	48,303	585,412	55,690	641,102
Depreciation	25,796	2,943	28,739	6,622	35,361
Amortisation of software	5,362	-	5,362	-	5,362
Bursaries	56,738	42,790	99,528	-	99,528
Sub-total	1,699,726	128,046	1,827,772	73,508	1,901,280
Finance costs	2,442	-	2,442	4,216	6,658
Non-recurring items					
Other operating expenses	-	-	-	-	-
Capital expenditure expensed	33,604	1,896	35,500	987	36,487
Nett surplus/(loss)	112,030	52,140	164,170	(11,944)	152,226

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2009**

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2008 R'000
2008					
Total income	1,721,016	80,348	1,801,364	56,727	1,858,091
Recurring items	1,712,028	80,348	1,792,376	56,727	1,849,103
State appropriations – subsidies and grants	790,903	-	790,903	-	790,903
Tuition and other fee income	563,444	2,985	566,429	56,368	622,797
Income from contracts	18,894	14,182	33,076	-	33,076
For research	14,095	14,182	28,277	-	28,277
For other activities	4,799	-	4,799	-	4,799
Sales of goods and services	101,240	3,676	104,916	359	105,275
Private gifts and grants	35,991	979	36,970	-	36,970
Sub-total	1,510,472	21,882	1,532,294	56,727	1,589,021
Income from investments	189,109	58,378	247,487	-	247,487
Finance income	12,447	148	12,595	-	12,595
Non-recurring items	8,988	-	8,988	-	8,988
Profit/loss on disposal of PPE	7,470	-	7,470	-	7,470
Artwork	1,518	-	1,518	-	1,518

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME - continued
for the year ended 31 December 2009**

Unaudited supplementary information

	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and staff accommodation – restricted	Consolidated 2008
	R'000	R'000	R'000	R'000	R'000
2008					
Total expenditure	1,532,514	22,059	1,554,573	58,135	1,612,708
Recurring items	1,474,949	21,761	1,496,710	57,835	1,554,545
Personnel	884,696	10,630	895,326	8,651	903,977
Academic professional	463,204	5,332	468,536	4,339	472,875
Other personnel	421,492	5,298	426,790	4,312	431,102
Other current operating expenses	504,151	6,293	510,444	38,657	549,101
Depreciation	18,448	920	19,368	6,079	25,447
Amortisation of software	4,629	-	4,629	-	4,629
Bursaries	58,297	3,919	62,216	-	62,216
Sub-total	1,470,221	21,762	1,491,983	53,387	1,545,370
Finance costs	4,728	(1)	4,727	4,448	9,175
Non-recurring items	57,565	298	57,863	300	58,163
Capital expenditure expensed	57,565	298	57,863	300	58,163
Nett surplus/(loss)	188,502	58,289	246,791	(1,408)	245,383

ANNEXURE 1



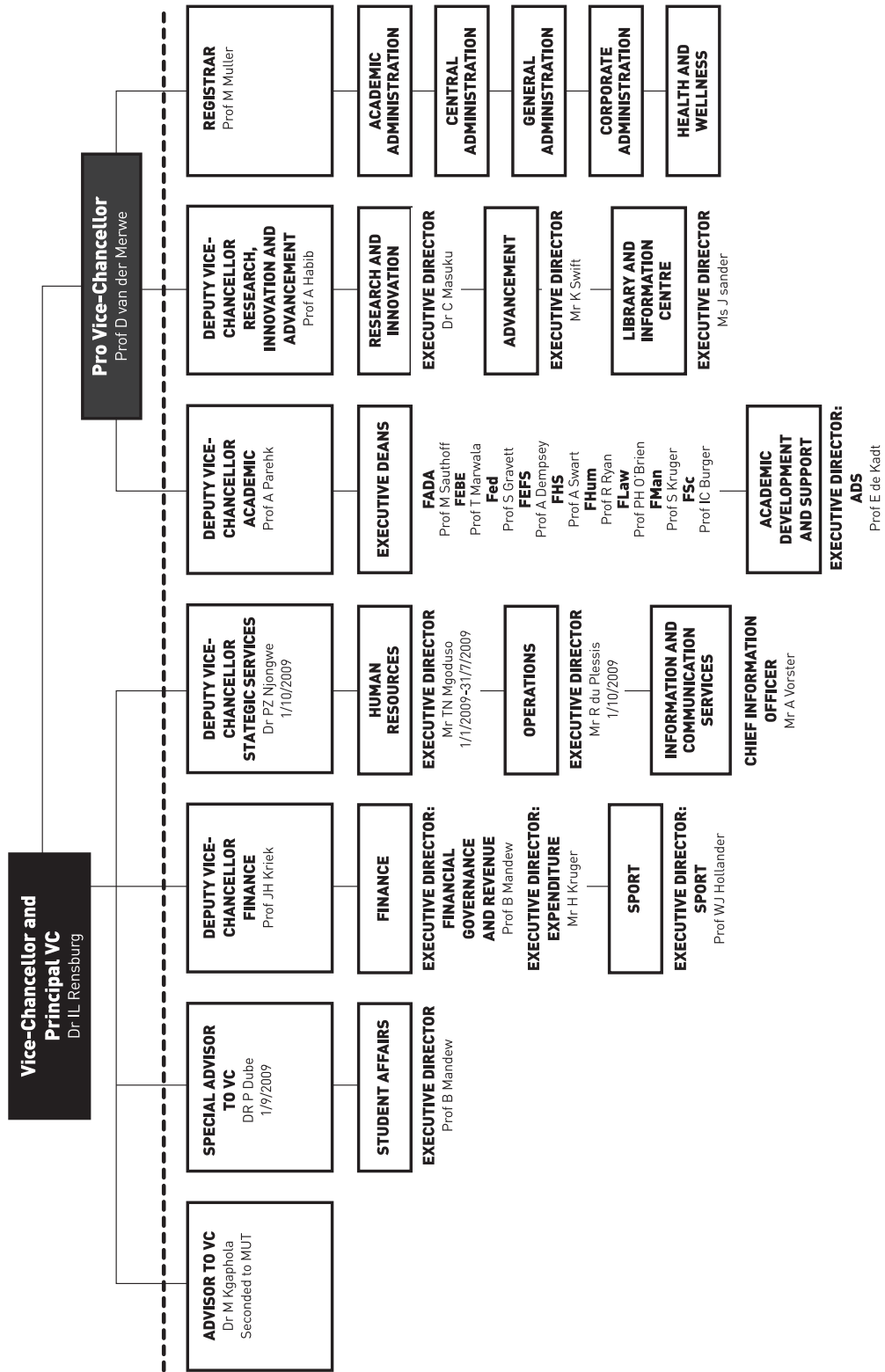
UJ : Pool Drivers 2009 Cycle (Projections Updated on 16 Nov 2009)

Note	Mar 2010		Mar 2010					Mar-10		Score	
	Hard/Soft	Source	Wgt	Units	Floor	Target	Ceiling	- Proj			
Strategic Goals											
1 Teaching Effectiveness & Enrollment Mgmt											
1	Overall Student Success Rate	Hard	15%	%	1	3	5			4.155567	
2	Enrollment Target & Range	Hard		No	74.0%	75.0%	76.0%	75.00%		3.0	
3	Masters / Doctoral Enrollments	Hard		No	44 800	45 500	48 500	49 791.00		5.0	
4	CESm Mix: SET Enrolments	Hard		%	1 899	1 967	2 000	2 318.00		5.0	
2	Research Output & Research Profile		15%		29.0%	30.0%	33.0%	31.00%		3.7	
5	Accredited research output (UJ aggregate)	Hard		units	350	380	410	389		4.288889	
6	% of International to National Publications	Hard		%	45.0%	50.0%	55.0%	57.00%		5.0	
7	Number of Active Researchers	Hard		No	300	330	360	349		4.3	
3a	Finance (Sustainability)		15%							5	
10	Financial Stability (Operating surplus/loss) future sustainability	Hard		R'm	60.00	55.00	40.00	25.00		5.0	
3b	Resource Gen & Inst Efficiency, Effectiveness		15%							3.875	
8	Other income to subsidy income	Hard		R'm	45.00%	46.00%	47.50%	47.20%		4.5	
9	Unencumbered Income	Hard		R'm	25.00	30.00	35.00	31.00		3.4	
11	Project delivery efficiency & Within Budget (>R10m projects)				3.00	4.00	5.00	4.75		4.5	
12	HR Efficiency	soft		No	3.00	4.00	5.00	4.00		3.0	
4	Culture & Intellectual Capital		20%							3	
13	Staff profile (Demographics) - % Black Academic Recruitment	Hard		%	50%	55%	60%	55.00%		3.0	
14	Institutional Culture Assessment	soft		No	55%	60%	65%	60.00%		3.0	
15	Turnover of staff (Retention of Staff)	Hard		%	8%	7%	6%	7.00%		3.0	
16	% of Staff without Master's Qualification enrolled for M	Hard		%	45%	50%	55%	50.00%		3.0	
5	Brand & Community Engagement		10%							4.155566	
17	Stakeholder awareness & association of Brand	Soft		No	3.5	4.0	4.5	4.5		5.0	
18	% of Undergraduate applicants that have registered with M scores above 20 or APS above 30	Hard		No	23.0%	28.0%	30.0%	28.00%		3.0	
19	Survey - Student Experience	Soft		No	3.0	3.25	4.0	3.8		4.5	
6	Governance		10%							3	
20	Audit / Risk Committee Review	Soft		No	3.0	4.0	5.0	4		3.0	
21	Effectiveness of Council (and Sub-committees)	soft		No	3.0	4.0	5.0	4		3.0	
22	Effectiveness of Senate (and Sub-committees)	soft		No	3.0	4.0	5.0	4		3.0	
Total Weight & Score on 1 - 5 rating scale									100%	122.878%	3.92

ANNEXURE 2



UNIVERSITY OF JOHANNESBURG: EXECUTIVE LEADER GROUP (ELG)





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Photograph of STH by Ian Harverson