



UNIVERSITY
OF
JOHANNESBURG



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ANNUAL REPORT

2008



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MESSAGE FROM THE CHANCELLOR

21st Century Competencies

The world requires new competencies to flourish in a world we don't understand, to help us move from complexity to creativity.

We must become like artists who have the capacity to thrive in the midst of ambiguity.

The world has changed, major economic powers have been compromised by the collapse of some of the key sectors of global economies. This has brought to sharp focus and scrutiny the question of values and morals, whether those of us in positions of influence are exercising our responsibilities with due ethics and integrity. I could not help but reflect on the role and responsibility of education institutions in times like these... are we adequately growing and equipping young people for today's moral demands and challenges? Are we giving them the tools to choose to exercise integrity in the face of temptation for short term gains? In a world where both parents work to be able to provide for their children but where children are brought up by hired help, outsourced to early education centres or au pairs, should our education system step in and provide the foundation for the practice of values in our lives? This is a big challenge for society as we have witnessed the erosion of values over the years, ultimately leading to a deficit in our moral campus. Somehow I suspect that we have all contributed to the depletion of the moral fibre of society.

We have lost perspective on what is of value as we pursue material progress, becoming more permissive and shifting boundaries of what is acceptable. There is a leadership vacuum in my view, and I believe that education institutions at all levels should step in and incorporate the teaching of values and ethics as part of our education curriculum. We need to rebuild the moral fibre of society, get back to basics and teach future generations that hard work, character, respect, honesty etc. remain relevant yardsticks for us to measure whether we lead by example or not, whether we are measured by the content of our character or not.

The University of Johannesburg received an overwhelming volume of applications from students for 2009, we hope this confirms that we are succeeding in our efforts to position UJ as a university of choice and a place where young people believe they will obtain the best education to prepare them for effective living and citizenship. My admiration and gratitude goes towards our academic team whose dedication and commitment goes beyond the call of duty as well as Council for their leadership and inspiration under the stewardship of Roy Marcus.

Let me borrow a quote and some wisdom from Mahatma Gandhi both which in these times of uncertainty leave me inspired and I hope it will also resonate with you and provide a useful insight to help you navigate your way into a meaningful future. Robert Kennedy said that "few will have the greatness to bend history itself, but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation".

That is what our academic team hopes to achieve with the students who pass through our various campuses. The 21st century no doubt demands diverse kinds of intelligence in order for us to realise our full potential as a human race. We need emotional intelligence, moral intelligence, social intelligence, spiritual intelligence etc. to be able to live our life purpose. We can no longer afford to assume that there is one primary kind of intelligence. This is why I found Mahatma Gandhi's wisdom particularly helpful as we re-consider what it means to be human in the 21st century.

Gandhi said that commerce without morality, politics without principles, wealth without work, knowledge without character, science without humanity, religion without sacrifice and pleasure without conscience were detrimental to human progress and enlightenment. If we look at the events of the last few years, his wisdom was prophetic.

To conclude, we can be proud to have witnessed our fourth democratic elections which were not only peaceful but re-captured the spirit of our first elections in 1994. South Africa welcomes the new administration and wish them courage, vision, inspiration and commitment to cultivate a culture of responsibility to complement and underpin our rights based democracy. May their leadership encourage collaboration and partnerships to build social capital and a better society. We remain committed at UJ

to give guidance and inspiration for our community of students to become responsible citizens. We are one nation with many voices and they must all be heard.

If it is true that we borrow our future from younger generations then we all have a huge responsibility to fulfill, and that includes parents, family, teachers, government, employers and every level of society that touches the lives of young people. They come through our hands as seeds, let us pass them on as fruit and ultimately blossom. Let us create a community of people in South Africa that share a vision of possibility.

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

Wendy Luhabe (Ms)

Chancellor

REPORT OF THE CHAIRPERSON OF COUNCIL

It is with great pleasure that, I am able to provide you with a macro overview of the performance of the University of Johannesburg over the past 12 months. From the perspective of the Council, it is pleasing to note how UJ is gaining acceptance as one of the most progressive academic institutions in South Africa. The embodiment of the vision for the university is being evidenced in a number of striking ways. Management continues to challenge itself and the Council in order to test its relevancy and to continuously monitor the performance of the institution as a whole as it guides the organisation to live up to its stated objectives. Critical to the evolution of the University is its ability to respond to the needs of its stakeholders and above all to accept nothing less than the highest of standards as expected from a world class academic establishment. As Council, we are satisfied that in all areas of its operations the institution is responding exceptionally well to the challenges of completing the final elements of the merger, whilst developing a new and exciting dispensation.

The year under review has seen unprecedented activity on many fronts. In a report such as this it is simply not possible to do adequate justice to all the achievements. As such I have taken the liberty of highlighting a few examples of developments which have had a profound impact on the University.

The relationship between Council and the executive management of the University of Johannesburg has been one of constructive engagement with each body recognising its specific roles. Council has, through a negotiation process with the executive, identified the key performance areas for each portfolio holder. These performance measures have been incorporated into a performance management 'scorecard' which is used to track the performance of the institution and the key individuals who comprise of the Executive Leadership Group. The use of a very rigid performance management process may seem foreign for an academic institution. However in the case of the University of Johannesburg, the process has been accepted by all and it is pleasing to note the very positive response. This process allows Council to gain a perspective as to how the institution is tracking in terms of the key deliverables. The performance management system is dynamic and takes into consideration both short and medium term challenges which the institution faces.

The 2008 academic year saw the attainment of some significant milestones in the short lived history of this merged institution. In particular the Council was extremely delighted with the growth in the intake of students who have selected the University as their preferred place of study.

These students have selected UJ because of its reputation of providing unique opportunities to further studies in an environment which is being recognised for its concern for the wellbeing of all the stakeholders.

The hallmark of a well established academic institution is the profile of its academics and its ability to retain and attract high-quality academics. It is in this domain that the Council has noted with great satisfaction the high calibre of academics who have decided to join the academic staff of the University. These incumbents bring to the University significant experience in research and teaching and are already adding real value to the institution as UJ crafts its way to climbing the ladder as one of the premier academic institutions in South Africa.

The Council has kept a watchful eye on not only the effectiveness of the organisation as it progresses to a state of maturity from a people interaction point of view but also its ability in ensuring that its key activities are focused around excellence in teaching, research and community service. In order to meet the challenges of creating a higher-level awareness of the critical role which research plays in the evolution of an academic institution Council was delighted to approve proposals from the executive for the establishment of a number of Research Centres. These Centres will add more weight to existing research endeavours and will form a core of key research activities which will become the UJ hallmark as recognised Centres of expertise from both a local and international perspective.

Perhaps the most important development has been the final approval for the establishment of the Soweto Campus and the turning of the soil for the commencement of the building activities. Council was delighted to have received a significant financial contribution from the National Department of Education and support for the Gauteng Provincial Government towards the establishment of a premium campus located in the South of Johannesburg. The most important feature of the Soweto Campus has been the planning process which has been steered towards the creation of a suite of differentiated offerings serving not only the local community of Soweto and its surroundings but also a place where

people from all sectors of South Africa and Africa would want to come and gain new insights into important differentiated fields of expertise.

One of the key mandates of Council is the financial integrity of the University. The Council Finance Committee establishes strict guidelines for financial expenditure, reporting and controls. Council would like to commend management for its diligence in this area. We have witnessed sound financial principles being applied and a determined approach to manage the institutions limited funds with tight controls. The unqualified audit report bears testimony to a well run finance department.

Council has a separate Audit and Corporate Governance Committee whose mandate is to ensure the strict adherence to all those elements which are deemed by Council as critical to the integrity of the organisation. It is extremely pleasing to note the significant improvements in all aspects of governance which have taken place. Of particular importance has been managements' response to areas of weakness.

One of the biggest challenges facing the university is its ability to attract academics especially black African academics. Council and management are very cognisant of the need to move the institution to a situation where the racial profile is much more in keeping with the demographics of the country. The Council Human Resources committee has established targets for management to move towards an equitable situation. To meet such targets is a daunting task taking into account the realities of the supply of academics in general. UJ has embarked on a number of innovative approaches to rectify the problem. Most notable has been the establishment of the Next Generation Scholars programme which promises to provide a core of academics who will be absorbed into the institution and in so doing form the new backbone of academia.

These achievements could never have materialised without the support from our stakeholders. We have enjoyed a very positive relationship with the National Department of Education and wish to thank the Minister and her officials for their willingness to support the University on a number of fronts. We appreciate the fact that we were able to meet on a number of occasions and received good counsel and considerable support. We have been blessed with committed Alumni and have been privileged to have had the support from a number of outsiders who have acted as professional advisors especially on how best to handle our investment portfolio. Council wishes to commend the student leadership for their mature approach and a willingness to move from adversity into a mode of constructive engagement.

The University of Johannesburg is extremely blessed with the calibre of its executives and above all the commitment and dedication of the members of Council. The Council operates through a series of Council Committees each chaired by an external member of council. I would like to place on record my sincere appreciation to all the members of council. It is extremely comforting to know that we are able to call upon you sometimes at short notice and your willingness to give of your time to the furtherance of the University of Johannesburg.

To Professor Ihron Rensburg and his team, Council wishes to commend you for another very successful year. We thank you for your leadership and you untiring efforts to build an institution in which we all feel so proud.

Composition of Council

The chairperson as well as the deputy chairperson of Council were re-elected for a second term of office. Dr D Jordaan resigned and was replaced with Mr C Gebhardt, whose membership as a Convocation representative on Council had expired. Ms J Siwani was re-appointed by the Minister for a second term of office. Mr B Hoboyi and Mr DM Manganye were elected as Convocation representatives. The following members representing the category of "broad spectrum of competencies" (clause 9 (1) (i) of the Standard Institutional Statute were re-appointed for a second term of office: Mr J Dikgole, Dr RW Rowland, Mr K Sibiya and Ms K Thoka. The chairpersons of the various standing committees were also re-appointed for a second term of office: Mr J Njeke (Audit and Risk Committee), Ms GMB Coeter (Finance Committee) and Mr C Gebhardt (Planning and Resource Committee. Advocate C van Staden (Convocation representative whose term of office had expired on the 30th of June) was co-opted on the Audit and Risk Committee. Prof JH Kriek (Deputy Vice-Chancellor: Finance) was appointed as Prof A Redlinghuis had resigned. The membership status of Council is reflected in table one (page 5).

Meetings held and attendance of members

Four meetings were held. The attendance of Council members was satisfactory in 2008 and is reflected in table two (page 6).

Table 1: Membership status of Council 2008

SIS requirements (Section 9)	Member status	Term of office
Principal and Vice-Chancellor	Prof I 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 JH Kriek	13 March 2008; membership by virtue of office
Five external persons appointed by Minister	Prof R Marcus (4 yrs)	1 July 2005 - 30 June 2009
	Mrs J Siwani (3 yrs)	1 July 2005 - 30 June 2008
	Mrs J Siwani (4 yrs)	Re-appointed: 1 July 2008 - 30 June 2012
	Ms K Nyoka (4 yrs)	1 August 2006 - 31 July 2010
	Dr S Lushaba (3 yrs)	1 May 2007 - 30 June 2010
	Ms Z Nzalo (3 yrs)	1 May 2007 - 30 June 2010
Two members of Senate (Internal members)	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 (Internal members)	Prof I Burger (3 yrs)	1 October 2006 - 30 September 2009
	Prof A van der Watt (3 yrs)	1 September 2007 - 31 August 2010
Two students – SRC	Mr Dumisani Nyingwa	1 November 2008 - 31 October 2009
	Mr Mokwalo Monareng	1 November 2008 - 31 October 2009
Two non-academic employees (Internal members)	Mr H Kruger (3 yrs)	1 September 2007 - 31 August 2010
	Mr Z Kwinika (3 yrs)	1 September 2007 - 31 August 2010
Three members convocation (External members)	Adv C van Staden (3 yrs)	1 July 2005 - 30 June 2008
	Mr C Gebhardt (3 yrs)	1 July 2005 - 30 June 2008
	Ms GMB Coetzer (4 yrs)	1 July 2005 - 30 June 2009
	Mr B Hoboyi (4 yrs)	1 August 2008 - 31 July 2012
	Mr DM Manganye (4 yrs)	1 August 2008 - 31 July 2012
Ten members: broad spectrum (External members)	Ms A Botha (4 yrs)	1 July 2005 - 30 June 2009
	Mr J Dikgole (3 yrs)	1 July 2005 - 30 June 2008
	Mr J Dikgole (4 yrs)	Re-appointed: 1 July 2008 - 30 June 2012
	Dr P Mjwara (4 yrs)	1 July 2005 - 30 June 2009
	Dr/Com NJ Mxakato-Diseko (4 yrs)	1 July 2005 - 30 June 2009
	Mr J Njeke (4 yrs)	1 July 2005 - 30 June 2009
	Dr W Rowland (3 yrs)	1 July 2005 - 30 June 2008
	Dr W Rowland (4 yrs)	Re-appointed: 1 July 2008 - 30 June 2012
	Mr K Sibiya (3 yrs)	1 July 2005 - 30 June 2008
	Mr K Sibiya (4 yrs)	Re-appointed: 1 July 2008 - 30 June 2012
	Ms K Thoka (3 yrs)	1 July 2005 - 30 June 2008
	Ms K Thoka (4 yrs)	Re-appointed: 1 July 2008 - 30 June 2012
	Mr D Jordaan (4 yrs)	1 August 2006 - 31 July 2010: Resigned 30 June 2008
	Dr R Ramparsad	1 May 2007 - 30 June 2009
	Mr C Gebhardt (4 yrs)	1 August 2008 - 31 July 2012
Co-opted members	Judge F Malan (4 yrs)	1 August 2006 - 31 July 2010
Registrar	Prof M Muller	1 July 2006; by virtue of office
MEC members (invited)	Prof A Parekh	1 October 2006; by virtue of office
	Prof A Habib	1 September 2007; by virtue of office
	Prof N Morgan	1 October 2007; by virtue of office

Table 2: Meetings held and attendance of Council members 2008

COUNCIL				
Members	13 March 2008	22 May 2008	21 August 2008	21 November 2008
Ms A Botha	✓	✓	✓	✓
Prof IC Burger	✓	✓	✓	✓
Ms T Coetzer (Vice-Chair)	✓	✓	✓	✓
Prof T de Wet	✓	✓	✓	✓
Mr J Dikgole	✓	✓	✗	✓
Mr C Gebhardt	✗	✓	✓	✓
Mr B Hoboyi	Not member yet		✓	✗
Mr M Hoyi (SRC)	✓	✓	✓	SRC term expired 31 October 2008
Mr D Jordaan	✗	✗	Resigned 30 June 2008	—
Prof JH Kriek	✓	✓	✓	✓
Mr H Kruger	✓	✓	✓	✓
Mr Z Kwinika	✓	✓	✓	✓
Dr S Lushaba	✓	✓	✓	✓
Judge FR Malan	✓	✓	✓	✗
Mr D Manganye	Not member yet		✓	✓
Prof R Marcus (Chair)	✓	✓	✓	✓
Dr P Mjwara	✓	✓	✗	✗
Mr D Monareng (SRC)	Not member yet			✓
Prof ME Muller	✓ NM	✓ NM	✗ NM	✓ NM
Comm NJ Mxakato-Diseko	✗	✓	✗	✗
Mr JJ Njeke	✓	✗	✓	✗
Mr D Nyingwa (SRC)	Not member yet			✓
Ms M Nyoka	✗	✓		✓
Ms Z Nzalo	✗	✓	✗	✗
Dr R Ramparsad	✓	✗	✓	✓
Prof IL Rensburg	✓	✓	✓	✓
Dr W Rowland	✓	✓	✗	✓
Mr T Sekobane (SRC)	✓	✗	✗	SRC term expired 31 October 2008
Mr KB Sibiya	✓	✓	✓	✓
Ms J Siwani	✗	✓	✓	✓
Prof JC Sonnekus	✓	✓	✓	✗
Ms K Thoka	✓	✓	✗	✓
Prof D van der Merwe	✓	✓	✗	✓
Prof A van der Watt	✓	✗	✓	✓
Adv CR van Staden	✓	✓	Term expired 30 June 2008	—

The recipients of the Ellen Kuzwayo Council medal were:

- Ms J Siwani
- Dr B Gallagher
- Mr S Rossouw
- Mr L van Wyk.

Matters of significance considered by Council

The following matters of significance were considered by Council in 2008:

- The Vice-Chancellor's quarterly reports including the strategic thrusts for 2008.
- The verbal quarterly reports presented by the President of the UJ-SRC.
- Council workshop Report: November 2008.
- Council and Council Committees' performance review results of 2007.
- Council Committee reports.
- Master Campus Plan, including the Campus Programme Profiles and in particular the Soweto Campus Development Plan (infrastructure and academic).
- Progress reports on the East Rand Campus.
- Employment Equity Report 2007.
- Harmonisation progress/status reports: Harmonisation Phase one and phase two.
- Gauteng Urban Observatory: Protocol of engagement.
- Re-appointment of Council members.
- Re-election and appointment of Chairperson and Vice-Chairperson of Council.
- Re-appointment of Council members (in accordance with clause 9 (1) (i) of the SIS).
- Culture integration project.
- Charters: Naming Committee and revised charter Audit and Risk Committee.
- Innovation fund: progress reports.
- Audited financial statements: approval.
- UJ Annual Report.
- HEQC Institutional Audit: plan and progress.
- Executive leadership appointments.
- Busitech: finalisation and closure.
- Proposed hotel development: APB.
- Kleve Agricultural Holdings: progress reports.
- Security reports.
- Afrikaans as language of teaching and learning: strategy 2009.
- Amendment UJ-SRC constitution.
- Ellen Kuzwayo Council awards.
- Honorary degree: Prof JRE Lutjeharms (Faculty of Science).
- Tuition fee increase.
- Bus Rapid Transit (BRT) reports.
- Revised Enrolment Plan.
- Admission criteria and admission/placement tests: National Senior Certificate.
- Reports from Senate and the Institutional Forum.
- Approval of budget 2009.

Council Committees

The following Council committees were in place in 2008 (see also the Registrar's Report on Corporate Governance:

- 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;
- Finance Committee;
- Human Resources Committee;
- Planning and Resources Committee;
- Honorary Degrees Committee (a combined Senate and Council committee);
- Ellen Khuzwayo Council Award Committee.

Each of the Council committees conducts its business within the ambit of a Council-approved charter. Each is also chaired competently by a highly respected, appropriately qualified and suitably experienced leader. The attendance of committees was satisfactory, with the exception of the Human Resources Committee that had to change some meeting dates when not having been quorate.

The attendance of Council Committees is reflected in the Registrar's Report on Corporate Governance.

Self assessment

A Charter for Council (in accordance with the requirements of the Standard Institutional Statute but aligned with the University's mission, vision and strategic objectives) was developed and approved in 2007. The performance review system and instrument that was approved in 2006 was converted into an electronic-based instrument and e-mailed to each Council member for completion during the last week of November 2008. The same process was followed for the Council Committees. The results are reflected in annexure five.

Institutional Scorecard – annexure one.

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

Roy Marcus (Prof)

Chair of Council

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL

The past year sped by and so has indeed a very busy, eventful and productive year. Maintaining high standards of service and academic performance, charting new ground and taking the development of UJ's identity further was made possible again through the diligence and perseverance of a dedicated team of executive leaders, middle managers, general staff, and student and worker leaders of the University. In this regard, we remain deeply indebted to all members of the Council, and in particular the Chairperson (Prof Marcus) and the Chairpersons of Committees of Council, Ms Trix Coetzer (Finance), and Messrs Gebhardt (Planning and Resources), Njeke (Audit and Risk) and Dikgole (Human Resources) for the extraordinary contributions that they continue to make to the University's success. Our achievements are even more significant when considering the extraordinary developments on the political and economic fronts. UJ staff and students once again demonstrated exceptional commitment to those things that hold us together: a sustained ambition to be amongst the very best and finest, and the achievement of the highest standards of quality and of, effort. I wish to express my sincere gratitude and appreciation to each one who is contributing to these ambitions, goals and programmes.

Improving teaching and learning

2008 was another year of accomplishing many milestones. In order to further improve undergraduate and postgraduate teaching and learning, our teaching and learning strategy underwent significant review and, as a result, many new or revised programmes were developed for a three year phase-in focusing on academic professional development, teaching evaluation by students, enhanced student contact time, an undergraduate module on citizenship development, ethics and morality, enhanced support for postgraduate students through the establishment of a new Post Graduate Support Centre, and a new improved first year learning experience. Teaching in Afrikaans also underwent a review, the outcome of which was to affirm the importance of Afrikaans to the university, while focusing teaching in Afrikaans in a selection of programmes that are offered on our Auckland Park Kingsway (APK) campus. Outstanding matters in respect of our programme and qualification mix were finalized, campus programme profiles for the Doornfontein Campus (DFC) and the Soweto Campus (SWC) were approved, incentives to promote research and teaching excellence were implemented, strong academic programmes as benchmarked against peer institutions were identified and are undergoing enhancement, further progress was recorded on the development of articulation possibilities between diploma and degree programmes, preparation for the mock institutional audit were completed, the restructuring of the Academic Development and Support division to provide premier academic development and support, technology assisted learning, work integrated learning, psychological and disability services to staff and students was completed, and, new faculty governance arrangements for the faculties of Engineering and Built Environment and the Humanities were approved.

New UJ academic appointment and promotion policies

Senate approved the vital UJ academic appointment and promotion policies which are in line with our ambition to significantly advance our research and innovation stature, academic excellence and community engagement. Senate also approved faculty specific appointment and promotion criteria that will serve as guidelines for consideration of promotions by SENEX. Senate further approved a number of academic policies, notably on Work Integrated and Service Learning; (the amended) Undergraduate Admission Policy; Community Engagement; Plagiarism; and, on the Academic Programme policy.

Student enrolment surge

Whereas student enrolment declined for two years, enrolment in 2008 reached 45,200, which is slightly ahead of our enrolment growth plan for the period up to 2010. This is an increase of about 7% when compared with 2007 and is positive for us since it affirms the strength of the UJ brand on the one hand and the confidence of parents and students in the quality of UJ's programmes and staff on the other hand. In this regard I would wish to thank the faculties as well as the Institutional Advancement division for the successful marketing and branding campaigns, and the dedicated efforts of our student marketers. Most of our students were enrolled in management, economic and financial sciences demonstrating our responsiveness to the very high skills needs of Africa's financial and economic sectors, followed by humanities, law, education, and art, design and architecture, and by the sciences, engineering, and health sciences. International students constitute 4% of our student

body, well behind our medium term target of 10%. The 2008 enrolment translated into a higher full-time equivalent (FTE) rating of 0.76, and during the year the degree and diploma credit success rate or throughput rate reached 76.1 per cent, in line with our 2008 target, but still behind our 2011 target of 78 per cent. A further 7,000 students enrolled at the university for non-subsidised or extra-curricular programmes, bringing total enrolment to over 52,000.

2008 saw 10,190 students receiving qualifications which is more than seven per cent better than the 9,479 in 2007. The October 2008 graduation ceremonies marked a new and historic moment for us when for the first time diploma students were also capped. This followed on a decision made by the university and after feedback from diploma graduands from previous graduation ceremonies. We are positive that this will contribute to the affirmation of the value and importance of each type of qualification offered at UJ.

Having achieved our 2008 enrolment, the next phase of enrolment management will focus on consolidating this enrolment and on achieving the right enrolment mix, including postgraduate-undergraduate, technological-traditional academic programmes, faculty-to-faculty and campus-to-campus mixes. While overall enrolment is expected to peak next year, we can expect higher growth within the various enrolment mixes. For example, postgraduate growth should exceed undergraduate growth, SWC and DFC should grow more robustly than the other campuses, while growth should be faster in the Faculties of Art, Design and Architecture, Engineering and Built Environment, Sciences, and the Health Sciences. The growth in enrolment also brings its own challenges such as overcrowding and the concomitant need for dual or parallel lectures especially for the APK and Auckland Park Bunting Road (APB) campuses. We are currently considering measures for implementation next year to address these matters, such as temporary facilities specifically for lecturing and tutorial purposes.

Recognising outstanding student academic achievement

During the year under review the university recognized outstanding academic achievements by our first year students. Based upon first semester results, we recognize those first year students who achieve an average of more than 70%. This year just fewer than 200 students from our degree and diploma programmes were recognized, and I wish to once congratulate them, their lecturers and professors, and the heads of departments and executive deans. These students have not only done themselves and the university proud, they have also done so to their families and the schools that have played a part in their academic development and achievements.

UJ the national for public dialogue

2008 saw the introduction of the university's new Platform for Public Dialogue. Located within the advancement division, the platform has become one of the country's pre-eminent forums for dialogue on democracy, politics, economics and society. Together with our public lecture series and our professorial inauguration lectures, these platforms have catapulted the university firmly into the public mind, growing the spectrum, nature and depth of national public debate and public scholarship, and increasing the university's brand recognition.

New professors and executive appointments

Five professors were inaugurated during the year, viz., Profs SJ Cornelius (Private Law), AM Amory (Maths, Science and Computer Education), A Nurick (Mechanical Engineering Sciences), S du Toit (Commercial Law) and A Thomas (Business Management). Three Executive Dean appointments were confirmed by Council, viz., Professors Marwala (Engineering and Built Environment), P O'Brien (Law) and S Kruger (Management). Two Executive Director appointments were also confirmed by Council, viz., Dr C Masuku (Research and Innovation) and Ms T Mgoduso (Human Resources). The university's executive development programme was renewed now under the leadership of Prof. Theo Veldsman, and an essential executive coaching component was also introduced.

UJ's policy to fill 60% of academic vacancies with black candidates was implemented with some success, with the institution making 56% black academic appointments. Responding to UJ's public profile and its targeted recruitment plan, several leading scholars joined the university during 2008 including A and B rated researchers. Further, staff turnover within the institution improved slightly to 10.66%.

Research output on the up

A significant achievement for UJ is the 8% improvement in our research output over the last two years. This improvement may widen to a 20% increase when disputes with the Department of Education (DoE) are resolved. This growth is in line with our goal of doubling our research output in our first decade. It is our objective to grow our research productivity, quality and participation levels, thus enabling us to increase our research footprint especially in our research niches and centres. In order to continually renew the research environment, we have also appointed professors whose primary task is research and postgraduate support, we have revised the DoE's subsidy allocation to our researchers to a vastly more favourable outcome for our researchers, and have developed a new incentive scheme for our rated researchers. We are confident that these and other measures that we have introduced in 2006 and 2007 will result in an appreciable increase in research output in line with our ambitions from 2009 onwards.

Nurturing the next generation of academics

During 2008 the university also developed its New Generation Scholars programme aimed at nurturing the next generation of academic scholars. Significantly enhanced bursaries are now provided to masters and doctoral students to attract them into the academic community. On graduation, doctoral candidates agree to be appointed on a three year contract as academics at the university.

Successful SRC and House Committee elections

The SRC elections were conducted in an orderly and dignified manner, and in terms of approved amendments to the SRC constitution. While there were winners and runners up, we remain disappointed that only 14% of our students participated in these elections, although this is an improvement on the 10% participation achieved in the previous year. Student life is essentially about structured intellectual and academic development. It is also about the development of social, cultural and political instincts and networks. One trusts that the newly elected SRC leadership will find much more time in the year ahead to consider and address these matters with the student body. The election of the House Committees was also conducted in a spirited manner that met in most cases our expectations.

All of these students play a significant role as leaders in the SRC and in their respective residences. Given that we still have isolated incidences of racial and cultural prejudice, the House Committees and the Residence Life Officers (House Parents) are expected to play a much more decisive role in creating an environment that shuns such behaviour and cultivates a modern and racism free South African culture that is grounded on UJ and our country's constitutional values. They must rise up to their responsibilities and assist in creating an ideal environment where student life can flourish and exceptional efforts must be undertaken to ensure that first-year students are nurtured rather than bullied and intimidated. In this regard, the University appointed two consultants to assist the House Committees and Residence Life Officers with culture change management in the residences.

During 2008, and following acts and allegations of acts of racism and xenophobia at and outside of our institutions of higher education a Ministerial Committee on "Progress Towards Transformation and Social Cohesion, and the Elimination of Discrimination in Public Higher Education Institutions" was appointed by the Minister of Education. This Committee investigated discrimination in public higher education institutions, with a particular focus on racism and appropriate recommendations to combat discrimination and to promote social cohesion. The Committee reviewed steps taken by institutions to combat discrimination, including an assessment of good practice as well as shortcomings of the existing interventions. We participated actively in the deliberations of the committee, and look forward to interacting positively with its report once released.

Tuition fees up below inflation

Consultations with students regarding the tuition fee increase for 2009 was completed in a cordial and spirited manner. Following these consultations and considering the inflationary economic environment, the Council decided that the 2009 fee increments be capped at 10,3%. This does mean that once inflation falls as is expected in 2009, we will revert to the five-year tuition framework agreement reached with student leaders during 2007. During the year under review the national Student Leadership Academy was established at UJ. Alongside the university's HIV/AIDS programme, an integrated strategy was developed on risky student behavior. A study was launched of student housing for private student accommodation in the Johannesburg metro, and the Student Trust/Hardship Fund was increased significantly to accommodate the urgent needs of many financially deserving students.

Salary negotiations and harmonising conditions of service

Salary negotiations were conducted in a cordial manner and successfully concluded, resulting in an 8.3% increase for university staff, and an average 7% increase for the Executive Leadership Group. At the end of 2008 UJ had made great progress towards implementation of the final phase of the harmonisation of conditions of service, the last outstanding merger matter, which cost is estimated to add a further R42M to the institution's remuneration bill. These harmonisation measures include achieving internal institutional equity within the same job grades; lifting the remuneration of all our staff up to the 65th percentile as benchmarked with the market; the elimination of automatic annual notch increases; consequential adjustments to the defined benefit fund; significant improvement of allowances for heads of academic departments commensurate with the responsibilities that they carry; new excellence levels in our remuneration structure to take account of those members of staff who make exceptional contributions to UJ's teaching and research reputation and to its core institutional capability; and, performance rewards for middle layer top performers. It is expected that agreement will be reached with the representative labour organisations during the first quarter of 2009, and that these measures would be implemented over the following three years.

Living the UJ values

Having completed the merger, with the exception of the harmonisation of conditions of service, the university during 2008 turned its attention firmly to the implementation of a programme for staff and students to "live the UJ values," that seeks to achieve a better alignment between the lived UJ values and culture and UJ's vision, mission and values statements. A critical institutional culture audit was conducted during the year as part of this institutional change management programme, and was followed up with focus group discussions. The results of these activities highlighted progress as well as areas requiring urgent attention, and was shared with all staff. The change management programme is being implemented over the next three years.

Consolidating operational support services

2008 saw the commissioning of the SANREN high speed digital back bone, as well as the UJ supercomputing cluster, both of which are important milestones in delivering advanced research support which is elevating UJ to the forefront of digital capabilities. This is allowing technology assisted learning for learners to become the norm, while researchers are collaborating in a real time communal mode even though globally dispersed.

The decentralisation of the operations functions to campus level under the auspices of the campus directors is paying dividends, and has led to a more structured approach in an environment that as a result of the added pressure on the aging facilities and infrastructure needs added care. Utilities management received much attention in the 2008 year. An electrical audit and resultant refurbishment of the electrical infrastructure (ongoing into 2009) has helped to alleviate the strain placed on the inadequate electrical infrastructure at all the campuses and will ensure that the UJ shows a saving on electrical costs in 2009 and ensuing years. Energy management and the provision of emergency power received much needed attention in 2008, requiring the provision of more emergency power to the UJs core business and essential services. Operations completed a number of capital and maintenance projects the most notable of which were the Administration, Senate and Council Chambers on the APK campus that has become a landmark at the university while releasing significant space for academic and academic support activities; the transformation of the Great Hall at the APB campus into much needed lecture venues; the Student Centre on APB; the Computer Labs on APB and DFC; and, the Campus Master Plan that is being used as a guideline for the development of the university campuses based on the placement of academic and related programmes. Work was also initiated to improve and provide additional facilities and student accommodation for persons with disabilities. Our landmark R400M renewal and development programme for the SWC was launched with the Minister of Education, Ms Naledi Pandor on June 16, and this work is expected to be completed mid-2010, enabling enrolment to grow on from 2011 on the campus to our medium term target of 5,000 students. Regarding the East Rand Campus, temporarily closed in 2007, discussions on its future is continuing with the DoE. In the meanwhile, discussions on the funding requirements for the renewal and development of the DFC in order to accommodate the consolidation of our health sciences, and engineering and built environment faculties there by the end of 2012 is now at an advanced stage and is expected to be concluded with the DoE during the first half of 2009.

Protection Services undertook a number of initiatives to improve the safety and security of all UJ stakeholders in 2008. The most notable of these was the Crime Awareness Day exercise that was conducted at the various campuses, and the drive to improve communication with and to stakeholders. Greater emphasis was placed on improving electronic surveillance and access control to the university and facilities on the campuses. This exercise is being expanded on in 2009. As a result of the proactive efforts of executive management and Operations, UJ was a safer and more secure environment in 2008.

The provision of a reliable inter-campus shuttle service was a priority in 2008. The increasing demand placed on the shuttle service, particularly between the DFC, APB and APK campuses, required a proactive approach to ensure that reasonable expectations were met. The Occupational Safety department made tremendous inroads in making the university a safer environment.

In order to enhance its service provision and effectiveness, the Advancement Division completed its restructuring into its component marketing and branding, communications, student marketing, strategic partnerships, and arts and culture (incorporating the drama, song and dance companies, the gallery and the theatre) sections. It played an important role in establishing Vice Chancellor Roundtables, the first of which brought together the engineering and built environment industry and the academic community to find solutions to the supply and nurturing of academics and the roundtable also reviewed the need to enhance the supply of university graduates and diplomates. The division also arranged several regional alumni meetings at which university executives updated alumni on the university's progress and ambitions, while mobilizing alumni support for the university's work.

2008 was also another great year for UJ Sport and UJ Arts, as our students, club members and staff once more excelled, domestically and abroad, bringing extraordinary reputational gain to the institution, the province and the nation.

An active international programme

As part of our strategic thrust to position UJ internationally, we launched, by design, an active international programme. We participated as one of only four South African higher education institutions invited to the Higher Education Global Summit in Washington D.C. (hosted by U.S.A. Secretaries Spellings and Rice), and its follow up conference in Kigali, Rwanda. We participated as the only African university invited to the G8 Universities Summit on Sustainable Development in Sapporo, Japan. We staged special academic missions to the People's Republic of China, India and Belarus to gain insight and to develop new university and academic research partnerships. We also staged a special mission to Dakar to build personal and academic relationships, and to establish a partnership with CODESRIA, the apex Africa social sciences research association.

New national inter-university partnerships

Together with the University of the Witwatersrand, we have now established the Gauteng City Region Observatory, a partnership that is funded by the Gauteng Province. Its purpose is to improve and advance public governance, management and leadership of the province through the development of among others indicators of success. With Rhodes University we have established the Centre for Democracy which is focused on the study of the evolution, nature and dynamics of democracy in South Africa and the Southern African region.

Risk management and finances

Risk identification and management became an essential part of planning and management in the university, with faculties and support divisions identifying critical risks and implementing risk management plans. UJ's Audited Financial Statements have been prepared to the same standard set last year, being ready by 31 March, demonstrating again that we can set demanding targets and achieve them. This is a satisfying accomplishment, and few JSE-listed companies can do better. The significance of this achievement is that it again demonstrates the extraordinary capacity of Team Finance and reflects extremely positively on the state of our financial policies, systems and processes. The nexus of financial supervision is extremely important since it is the collective of Executive Heads (Deans and Directors), Heads of Departments and Directors of support divisions that operate and manage these policies, systems and procedures. Significantly UJ's audit committee rated the Management Executive Committee's commitment to and practice of corporate governance at a 4.3

out of a maximum score of 5. I therefore wish to record my sincerest appreciation to this level of leadership at the University for their application and commitment without which we would not be able to achieve this extraordinary and satisfying outcome. Regarding the results themselves, these must be read against our finance philosophy, in particular (1) that we strive to match operating expenditure with operating income (including income from working capital), (2) that income from investments is considered windfalls and that it may not be recurring, and (3) such income (from investments) is used to finance one-off projects such as capital expenditure, backlog maintenance and plant rehabilitation, major projects such as the development of the Soweto Campus, and term-limited initiatives that have no recurring costs associated beyond such term limits. In the light of these remarks, our operating expenditure exceeded income by R30m resulting in an operating loss of R30M (against a budgeted operating loss of R67M) while the total surplus stood at R205m.

Sustaining momentum and maintaining focus, and scaling new heights

In conclusion, while 2008 was a demanding year, we are confident that we have made good progress in the implementation of our vision, mission and strategic plan, and that this has been another landmark and defining year. On the other hand, 2009 will be another critical year as we weather the storm of the new National Senior Certificate and its graduates, and as we continue to give substance and meaning to being UJ. Going forward and given the achievements so far recorded in the university's four year life span, we will focus our efforts on the following programmes:

- Institutional differentiation, positioning and competitiveness
- Sustaining and growing excellence in teaching
- Sustaining growth and excellence of our research profile
- Asset development, preservation and optimisation
- An institution that is people focused institution and that strives to implement its employment equity plans
- A socially cohesive University community
- A 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, and
- A strategy and implementation focused leadership.



Ihron Rensburg (Prof)
Vice-Chancellor and Principal

ACADEMIC REVIEW

OVERVIEW

The academic strategic thrusts for 2008 (refer to Annexure xx) focused on the:

- finalisation of the academic Programme Review exercise for incorporation into the UJ Programme Qualification Mix;
- finalisation of the campus programme profiles, with particular reference to the SWC;
- enrolment management with specific reference to priorities as reflected in the thrusts for 2008.

Programme Qualification Mix

The bulk of the academic programme profile review was finalised in 2007 and only a few outstanding reconfigured programmes and modules were approved by Senate in 2008. The revised UJ Programme Qualification Mix was submitted to the Department of Education (DoE) in August 2008 and was approved by the DoE on the 10th of December 2008.

Campus programme profiles

Considerable effort was expended on preparations for final decision-making in respect of the academic programme officering on the different campuses. The focus of attention was, in particular, on ERC, DFC and SWC campuses. A number of workshops and planning sessions with affected colleagues and consultations with the DoE and with stakeholder interest groups took place in this regard. The following decisions were taken and confirmed at Council level:

- The Faculty of Engineering and the Built Environment (FEBE) and the Faculty of Health Sciences will be consolidated on DFC. Academic units in the Faculty of Health Sciences currently located on APK will be relocated to DFC in 2011 and academic units in FEBE will relocate on DFC in 2012. Application was also made to the DoE for infrastructure funding to enable the UJ to provide the necessary facilities and upgrade that will make this possible. An amount of R96m was made available by the DoE for the relocation of the academic units in the engineering faculty, provided that the UJ itself commits to matching the funding.
- Senate approved the academic programme profile for SWC in July. This profile provides for the establishment of a Leadership in Africa Programme at SWC. The purpose of this programme is to create an enabling environment where students (both undergraduate and postgraduate) will be trained in leadership, management and governance skills and competencies. Such training will complement their education in a range of programmes offered in the Faculties of Economic and Financial Sciences, Management, and Humanities. The Faculty of Law will transfer its law clinics to SWC in 2010 and the Faculty of Education intends offering a new BEd Foundation Phase at SWC in 2010.
- Council approved a proposal to the DoE on how best to utilise ERC. The proposal is that FEBE should present a range of programmes at NQF Levels 5 and 6 in Manufacturing Engineering in conjunction with a local FET College and also create a Centre for Manufacturing Excellence. This proposal was also workshopped with the Ekurhuleni Stakeholder Forum and consulted with representatives of the DoE. An investment in infrastructure is required to make this proposal a reality and funding for such infrastructure was requested from the DoE. Initial indications, however, are that the DoE will not make funding available for the infrastructure development.

Incentives to promote research and teaching excellence

- The Vice-Chancellor's Awards for Distinguished Research, Teaching and Innovation was announced in 2007. The process to make the first such annual awards was set in motion in early 2008. At a function on the 25th of November the first recipients of these awards were announced:
- Teaching excellence: Profs G Els, C Moloi and Dr J de Beer
- Research excellence: Prof B Harris
- Youngest promising researcher: Dr W Conradie
- In December, the MEC approved a strategy to identify and to appropriately reward those individuals, who can be classified as truly excellent in their respective fields, be it in the research domain, the teaching and learning domain, innovation or academic development and support. The strategy, *A Talent Management Strategy for Individuals with High Levels of Skill, Scarcity and/or Excellence in UJ*, provides for criteria to identify such individuals and the benefits that attach to individuals thus

identified. It is foreseen that only a handful of truly outstanding individuals will be thus recognised (and in time no more than 50 or so) and that the benefits – financial and otherwise – will be substantial. The strategy should be finalised in 2009.

Faculty governance and administration

In addition to regular meetings with all Executive Deans, focused developments took place in several Faculties. An expert panel with international representation was set up to review the Faculty of Engineering and the Built Environment and to make recommendations as to the appropriate strategic direction and strategic focus of the faculty, management and leadership structures, academic and administrative configuration, strategic partnerships with business and industry, etc. The panel spent three days in discussions with faculty members and produced a number of well-considered recommendations, which are now in the process of implementation. Following on this review, Professor Tshilidzi Marwala was appointed Executive Dean of the Faculty. Executive Deans were appointed in two other faculties: Professors Patrick O'Brien and Stephen Kruger in the Faculties of Law and Management, respectively. In the Faculty of Humanities, a new academic structure was approved by Senate and has now been implemented. This involved the reconfiguration of the former 18 academic departments through the introduction of two Schools: the School of Communication now incorporates the present four communication departments, and the School of Languages now comprises the present seven language departments as well as the Department of Applied Communication Skills. This restructuring allows for greater efficiency in terms of faculty administration and will also promote greater interdisciplinary collaboration and co-operation. Finally, performance management is presently being cascaded through faculties, with each head of department required to ensure that staff development plans are in place for each staff member and that there is regular monitoring against approved plans.

Enrolment planning and enrolment management

After detailed analysis of this year's enrolment figures and the identification of throughput trends, an Enrolment Planning Workshop was held at which Deans presented their estimations for 2009 enrolments, against the background of financial aspects of enrolment planning. This allowed consideration of the joint impact of the Deans' proposals on the UJ registrations as a whole, in terms of size, shape, and campus capacity. Issues that emerged in discussion were postgraduate numbers and throughput, experiential learning, the home languages of our students, the introduction of the National Senior Certificate and the need to manage enrolment numbers through capping. At the same time, a model for enrolment management was developed and piloted. This envisages the close monitoring of degree credit rates, the identification of blockages to student progression in their qualifications, and subsequent interventions, in collaboration with faculties.

Development of the Teaching and Learning Strategy

Following on the approval of the UJ Teaching and Learning Policy in late 2007, Senate constituted a task team, to take forward the development of a Teaching and Learning Strategy for the UJ. The emerging Strategy was grounded in a Position Paper on 21st Century Learning and Teaching at the University of Johannesburg, which proposed a teaching philosophy premised on the construct 'learning to be'. At the same time, complementary framework documents focused on Staff Professional Development as core to student success, a Language Policy Implementation Strategy, Student Diversity, the proposed Citizenship Module, which is to be included in all qualifications, and the Postgraduate Centre. The Strategy and associated framework documents were accepted at a meeting of the University Senate in December and implementation is planned for the start of 2009. This implementation will build on the several professional development initiatives put in place during 2008: the evaluation of teaching by students, Academic Practice workshops for new academic staff, the well-received Teaching Excellence @ UJ conference, the first Awards made by the VC for Teaching Excellence. The Centre for Professional Academic Staff Development will also lead the Staff Qualifications Project and support academic staff in their goal of achieving a master's degree by the end of 2011.

Internal differentiation and strong academic programmes

The merger between a university and a technikon has resulted in a complex academic structure which requires further analysis. Work focused on developing a set of internal differentiators, with the goal of allowing a better understanding of the varying strengths and the positioning of faculties. Considerable empirical data addressing a wide range of criteria and focusing on faculty composition and structure,

staff qualifications and productivity, and student intake and performance, was presented in terms of percentages and categories to allow for easy comparison and for the contribution of individual faculties to the various UJ strategic goals to become visible. Subsequently, benchmarking with comparable faculties at several other South African universities was undertaken to gain a deeper understanding of the achievements of the UJ faculties.

Therefore, for marketing purposes it is important that the UJ seeks to differentiate itself from other universities in the region in terms of strategic strengths. This requires benchmarking and systematic probing of the question: what makes, or should make us different to other universities? Following on the 2007 identification of research centres of excellence, in 2008 attention turned to the identification of 'strong programmes' in faculties – taught programmes which would clearly contribute to the academic standing of the University – both locally and internationally – its brand, its ability to attract the best students locally and from abroad, and its ability to acquire the financial and human resources to grow and prosper. The development of criteria relating to demand, quality of resourcing and teaching, and positive outcomes allowed both established and emerging strong programmes to be identified and positioned for marketing purposes. The following programmes were classified as strong academic programmes and approved by Senate as such in 2008:

- Industrial Design (Faculty of Art, Design and Architecture)
- BCom Accounting and BCom Finance (Faculty of Economic and Financial Sciences)
- Educational Psychology and Educational ICT (Faculty of Education)
- Mining Engineering (Faculty of Engineering and the Built Environment)
- Radiography (Faculty of Health Sciences)
- BA Social Psychology and BA Social Work (Faculty of Humanities)
- LLM Banking Law (Faculty of Law)
- Marketing Management and Logistics Management (Faculty of Management)
- Information Technology, Biochemistry, Chemical Technology and Geology (Faculty of Science)

UJ/NMMU SANTED project

The SANTED project was conceptualised to assist the UJ and NMMU in the development of a qualifications structure and programme profile that is appropriate to our role as comprehensive universities. In particular, the project has aimed to develop effective and practical approaches to questions relating to curriculum design and to identifying articulation pathways between diplomas and degrees, as well as access and retention strategies. The approach has used case studies to analyse and map programmes and curricula with a core focus on the impact of the knowledge divide. By the end of 2008, interesting preliminary reports had been written about the selected case studies in Human Resource Management, Chemistry, Engineering, Public Relations and Corporate Communications, and Marketing Management, with additional input from the Department of Optometry. These reports suggested closer relationships between degrees and diplomas than did the corresponding work at NMMU. These results are now feeding into the work of the three thematic task teams, in their focus on differentiation, programme and curriculum design, access and retention.

Afrikaans as language of teaching and learning

A document on Afrikaans as language of teaching and learning was prepared in view of the significant decrease of students indicating Afrikaans as their preferred language of tuition. This document reflects the policy guidelines as contemplated in the University's Language Policy. Based on a thorough analysis and consultation with the faculties, the following programmes were identified for tuition in both Afrikaans and English:

- BCom (Accounting)
- BCom Hons (Accounting)
- BCom (Economics)
- BCom (Finance)
- LLB
- BCom (Law)
- BA (Law) (all law modules)
- BCom (Marketing Management)
- BCom (Logistics Management)
- BEd (all education modules)
- Postgraduate Certificate in Education (All education modules taught in the BEd programme.)

Revision of the postgraduate Higher Degrees Policy

The thorough revision of the Higher Degrees Policy was undertaken to improve policy readability, to streamline administrative processes, and to allow for consideration of a very few policy changes. This revision should be seen in conjunction with the close attention paid to enhancing the work of the Senate Higher Degrees Committee, and to ensuring proper alignment with this central committee of the work undertaken by Faculty Higher Degrees Committees to ensure that all higher degrees awarded by the University are of high quality. This revised policy will be considered at the first Senate meeting of 2009.

Institutional audit

The preparation for the 2009 HEQC Institutional Audit proceeded apace in 2008. An Audit Steering Committee was established to oversee the audit preparations. The Audit Steering Committee Executive Committee (chaired by the Pro Vice-Chancellor) was largely responsible for the management of the audit preparations and the logistical arrangements. A first draft of the *Self-evaluation Report* (SER) for the audit was developed in August. The draft was subjected to a range of iterations and a final second draft was completed in December. A decision was taken by the Management Executive Committee – upon advice of the Audit Steering Committee – to hold a “mock audit” in February 2009, as a quality preparation for the actual audit in August 2009. The second draft of the SER was presented to the Mock Audit Panel. Much time was also taken up towards the end of the year to prepare adequately for the mock audit in 2009.

Executive appointments

The following executive appointments were made in the academic division during 2008:

- Acting Executive Dean: Faculty of Management (the Executive Dean, Prof J Luiz resigned): Prof Stephen Kruger
- Acting Executive Dean: Faculty of Engineering and the Built Environment (the Executive Dean, Prof Theo Andrew resigned): Prof Hendrik Kirsten
- Executive Director: Research and Innovation
- Executive Dean: Faculty of Engineering and the Built Environment: Prof Tshilidzi Marwala [appointment date 1st of January 2009]
- Executive Dean: Faculty of Law: Prof Patrick O'Brien (appointment date 1st of January 2009)
- Executive Dean: Faculty of Management: Prof Stephen Kruger (appointment date 1st of February 2009).

Honorary degrees

The conferral on an honorary degree on Prof JRE Lutjeharms (Faculty of Science) was approved. The degree would, however, only be conferred in 2009.

ACADEMIC ARCHITECTURE AND PROFILE, 2008

The following nine faculties were maintained in 2008: 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.

Table 3: Enrolment figures per campus, 2005-2008

Campus	2005	2006	2007	2008
APB	7 314	7 297	7 722	8 082
APK	26 726	24 975	23 884	25 885
DFC	8 837	8 795	8 252	8 430
ERC	789	442	232	-
SWC	1 878	1 374	1 646	1 939
Total	45 544	42 883	41 740	44 336

Table 4: Headcount enrolment figures per faculty, 2005-2008

Faculty	2005	2006	2007	2008
Art, Design and Architecture	867	832	849	954
Economic and Financial Sciences	8 574	8 357	8 130	9 056
Education	7 535	5 660	4 955	5 196
Engineering and the Built Environment	6 579	6 786	6 936	7 003
Health Sciences	3 092	3 274	3 218	3 518
Humanities	5 829	5 118	5 075	5 774
Law	1 512	1 698	1 517	1 479
Management	8 406	8 453	8 553	8 951
Science	3 110	2 703	2 506	2 397
Other/occasional	40	2	1	0
Total	45 544	42 883	41 740	44 336

Table 5: Headcount, Full Time Equivalent (FTE) and ratio

Year	Headcount	FTE	Ratio
2008	44 381	33 773.576	0.76
2007	41 740	31 079.701	0.74
2006	42 883	32 434.947	0.75

Table 6: Undergraduate and postgraduate headcount percentage of enrolment figures

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

Table 7: International enrolments and percentage of total enrolments

2005	2006	2007	2008
1451	1577	1613	2003
3.18%	3.7%	3.9%	4.5%

Table 8: CESM mix

Qualification group	2005	2006	2007	2008	DoE target
Management and Commerce	33.0%	34.1%	35.3%	33.4%	34%
Education	16.1%	12.5%	10.8%	8.5%	12%
Humanities/Law	22.2%	22.2%	22.1%	28.8	21%
SET	28.8%	31.2%	31.8%	29.3	33%

CESM: Classification of Educational Subject Matter

Table 9: Student profile: Population group distribution

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

Table 10: Undergraduate success rates, 2005-2008

Undergraduate type	2005	2006	2007	2008
Undergraduate technikon-type	74.6%	74.2%	75.9%	75.6%
Undergraduate university-type	75.5%	76.5%	78.4%	76.7%
Average undergraduate	75.5%	75.4%	77.1%	76.1%

Table 11: Graduation figures subsidised qualifications

Qualification type	2005	2006	2007	2008
Undergraduate: three years	6 801	7 166	6 858	7 529
Undergraduate: four years or more	459	553	507	534
Postgraduate (pre-master's)	2 296	2 024	1 736	1 806
Master's	435	384	303	396
Doctorates	88	73	75	70
Total	10 079	10 200	9 479	10 335

ACADEMIC DEVELOPMENT AND SUPPORT

During 2008 the new portfolio of the Executive Director: Academic Development and Support emerged as a broad portfolio under the guidance of the DVC Academic. It focused around issues relating to teaching and learning and the quality of the student experience across the University, in close collaboration with faculties and including leadership of the Division of Academic Development and Support.

The newly constituted Division of Academic Development and Support was constituted on 1 March 2008 in its current configuration, with approximately 100 posts in four centres: the Academic Development Centre, the Centre for Professional Staff Development, the Centre for Psychological Services and Career Development and the Centre for Technology Assisted Learning. A Chief Director, Prof I Broere, ensured sound operational functioning and management. During 2008 the Division developed a vision, mission and values statement, together with strategic goals, and set up a centralised committee structure and common modes of operating, which brought the four centres into the needed closer collaboration. In its emerging central role within the implementation of the Teaching and Learning Strategy, ADS developed a strong focus on the professional development of staff as a preferred approach in all centres and a clear understanding of the need for quality considerations and developmental research to underpin its work. The first-year experience was identified as an optimal overarching approach to enhancing the student experience at the UJ, and planning for phased implementation from 2009 involved all centres. At the same time, full delivery of services to students and staff was maintained and enhanced.

In the following, each centre reports on its vision and core business during 2008, within the ADS context.

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."*

In its new environment within ADS, the **core business** of CenTAL (under the leadership of Dr Marlena Kruger) remains focused on the professional development of academic staff and on building capacity in the implementation of sound educational principles, including the development, optimal use and innovative integration of technology-assisted learning (TAL) activities, i.e. the significant use of *EduLink* and other educational technologies in a blended learning environment. This seeks to ensure the enhancement of the students' learning processes and to provide more and more varied learning and assessment opportunities across all campuses. During 2008 the core business of CenTAL has been rolled out through a variety of focused activities and interactions with academic and other staff members, students of the UJ, external stakeholders and peers of other institutions, such as the following:

- Professional development (PD) theme-based workshops for academic (and other) staff members.
- The authentic, accredited, professional development short learning programme "Hero's Journey".
- Promoting the use of *Turnitin* for raising awareness and teaching students about plagiarism and academic literacy and integrity.
- Learning material projects, including CD-ROMs, DVDs and learning guides.
- *EduLink* training sessions for first-year students and for other groups of students on request.
- Ongoing development and support for lecturers and students who are using TAL.
- Ensuring that the "mission-critical" *EduLink* learning management system and other related educational technologies (including PowerLinks such as Respondus, LDB and *Turnitin*) are accessible and available, ideally at all times.
- Participation in the preparation of the UJ Audit Portfolio.
- The implementation of several research, development and innovation initiatives and strategies.
- Participation in several local and international conferences organised in South Africa and abroad, and co-authorship of an accredited publication
- Leadership in the developmental study towards effective practices in technology-assisted learning, in collaboration with 12 other South African universities and Edge Hill University in the United Kingdom.

The CenTAL **Self-evaluation Review** (SER), facilitated by DIPQP during 2008, commended the following aspects:

- Policies and practices are in place with regard to quality assurance, and various quality-related initiatives have been implemented.
- Employees are highly competent, suitably qualified and clearly passionate about learning, teaching, developing and supporting students and lecturers.
- The students on all campuses expressed their appreciation for *EduLink*'s capabilities in easing the learning and assessment processes, as well as aiding communication with fellow students, lecturers and the institution. It is seen as an invaluable and indispensable resource.

The SER report recommended the establishment of an Advisory Board for CenTAL which was approved by the MECA in October 2008 to be implemented with effect from January 2009.

The Academic Development Centre

In keeping with its vision, the ADC (under the leadership of Dr Pauline Machika) continuously strives 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 includes alternative access, which caters for students from disadvantaged contexts who have not qualified to enter mainstream study at the UJ, the promotion of academic literacy and learning development for all students, and the management of the UJ tutor system.

Strategic thrusts during 2008 were implemented as follows:

- Strategic partnerships with Faculties and Departments were strengthened.
- ADC facilitated the rollout of the DoE approved extended diplomas and degrees for students registered in the Faculties of Management, the Faculty of Engineering and the Built Environment and the Faculty of Humanities.
- Integration of the several units for alternative access, academic literacy, learning development and tutor development with ADC was advanced.
- Academic literacy and learning development was increasingly integrated into mainstream core curricula through interventions, strategies and programmes.
- The FYE was conceptualised as a major intervention planned for the University of Johannesburg, and planning with faculties for pilot implementation in 2009 will continue.
- Tutor training and supervision was expanded, in line with an expanded interest of faculties in the introduction of tutorials into their teaching.
- Professional development of ADC staff was driven through a focus on research methodologies and academic writing.
- ADS contributed to the development of the UJ Audit Portfolio.
- A national reading symposium, a national workshop on pre-registration testing and university workshops on the first-year experience were organised.
- Reporting structures and quality assurance mechanisms were enhanced.

The Centre for Professional Academic Staff Development

Under the leadership of Dr Riëtte Smit, the CPASD seeks to ensure a trajectory of excellence in higher education practices, including teaching, learning, assessment, research and needs management, for the full spectrum of academic employees. Hence its core business includes a variety of developmental workshops and seminars, as well as managing ongoing student evaluation of teaching.

In spite of very limited capacity, CPASD implemented this vision as follows during 2008:

- Induction of new staff: a three day workshop on academic practice at the UJ (March and August 2008)
- Ongoing professional development of staff (workshops, discussions)
- Ongoing student evaluation of teaching (during 2008 compulsory for staff applying for promotion)
- Development of a policy on student evaluation of teaching
- Contribution to development of the UJ Teaching and Learning Strategy, through a framework document on Staff Professional Development
- Initiation of an annual one-day conference: Teaching Excellence @ UJ (October 2008)
- Contributions to development of the UJ Audit Portfolio
- Contribution to the evaluation of applications for the Vice-Chancellor's Distinguished Awards for Teaching Excellence

The Centre for Psychological Services and Career Development

PsyCaD strives to be a centre of excellence for the provision of psycho-social services to the UJ faculties, students, staff and members of the public. PsyCaD is also an HPCSA accredited centre for the training of intern psychologists in the categories of Educational and Counselling Psychology, as well as Psychometry.

The MEC's decision to integrate the post-merger structure of the SCCD with the Institute for Child and Adult Guidance, under the leadership of Prof Gertie Pretorius, was announced in March 2008. Between May and September 2008 the main focus of work in this environment was to realign, integrate and restructure these important functions, while service delivery to students, staff and UJ communities continued optimally. After a thorough, transparent and consultative process, the merged structure was developed at a workshop attended by all staff, together with senior ADS and HR leadership, and given final approval by the MEC in September 2008.

At the same time, throughout the year, full service delivery was maintained as follows:

- Provision of quality academic and psycho-social support services to relevant stakeholders (evaluative placement assessments, therapeutic, psycho-educational, and training and development services)
- Provision of excellent career services to stakeholders
- Contribution to the development of the UJ first-year experience
- Ensuring the optimal functioning of People with Disabilities functions at the UJ
- Ensuring the optimal functioning of Work Integrated Learning functions at UJ
- Ensuring quality of teaching and learning experiences for intern psychologists and intern psychometrists
- Creating a research culture in PsyCaD
- Integrating teaching and learning with research and community engagement
- Maximising staff motivation and effectiveness
- Ensuring a culture of transformation
- Marketing PsyCaD at internal and external stakeholders, as well as amongst identified market segments

Within PsyCaD, the function of the Office: People with Disabilities is deemed to be of paramount importance, and hence this office is presented as a discrete entity in the Annual Report.

Office: People with Disabilities

Under the leadership of Dr Anlia Pretorius, the vision is of a unit striving to create equal opportunities for employees and students with disabilities in order to afford them the freedom to engage in academic, as well as student life at the UJ. This occurs through excellence in services rendered.

Services for people with disabilities are delivered on the four UJ campuses, but coordinated out of the Office on APK:

- Services were rendered to a total of 203 students.

- Use of the laboratory with assistive technology, and the examination venue of the Office, continued to be high, and the facilities were further expanded in terms of urgent needs.
- Awareness was promoted by means of the WOW Race, Casual Day and Skills Training.
- In the residences, some easily accessible rooms were made available for wheelchair users.
- An audit of accessibility was undertaken on all four campuses.
- Staff presented papers at two conferences and attended several other conferences/workshops.
- Dr Anlia Pretorius assumed leadership positions in several external committees, including HEDS and FOTIM.
- Numerous important contacts with external bodies and institutions were maintained, together with media coverage.

Similarly, the Unit for Work Integrated Learning plays an important role across the University.

Work Integrated Learning Unit

The function of the WIL Unit (under the leadership of Ms Susanne Taylor) is to initiate contact and establish relationships between faculties and industry, to facilitate the placement of WIL students in positions in order to meet the academic requirements of their training, while the approval of students in a specific placement is the responsibility of the faculties. During 2008, the Work Integrated Learning and Service Learning Policy was improved by Senate, a Report on the Placement of International Students was considered by MECA, further company contacts were established, and continued support was delivered to faculties who have WIL components in their programmes. These are the Faculties of Management, Science, Art, Design and Architecture, and Engineering and the Built Environment.

RESEARCH

In its Strategic Plan, the University of Johannesburg (the UJ) is committed to distinguished scholarship and reputable research and innovation. This commitment is supported by a robust research strategy which is underpinned by four key elements, namely:

- institutionalising the research management systems;
- increasing the research output and excellence;
- increasing the research footprint; and
- creating an enabling environment for research.

The 2008 period has seen the UJ's research strategy embedded in its Strategic Plan. In the first few years, the focus has been on the development and implementation of relevant policies and procedures, appointment of new scholars, the implementation of a rewards system for staff that are active in producing research outputs, and the creation of an institutional environment conducive to research, particularly through the establishment of a number of research centres. In the longer term, research strategy will be driven by expanding the institution's research footprint, largely through a human capital development programme targeted at both existing staff and a new generation of scholars.

The realisation of this research vision requires significant investment over several years. To support its research activities, the UJ invested over R43 million of internal funds in 2008, and received a Research Development Grant of R4.32 million from the Department of Education (DoE). Of this R43 million, the allocation to master's and doctoral bursary programmes was R5 million. This amount excludes allocations made to special programmes such as the New Generation Scholars Programme.

This report highlights the most salient interventions implemented during the year under review, as a result of the increased internal research expenditure and the contribution from the DoE. The research capacity and output increased, the research profile was strengthened and the research environment was further enriched.

Institutionalising the research management systems

In order to deliver more research productivity, participation and quality, the UJ recognises the importance of standardising and synchronising its research management systems and guidelines across different faculties. This is an ongoing process and requires significant investment over several years. The University will continue to support, review and develop existing and new policies, systems, functions, process and structures in order to achieve effective research management systems.

During the year under review, some procedural research matters were refined and captured, a range of research associated administrative matters were clarified and several policy documents were developed and approved through the various senate committees, some of which were eventually adopted. These

included: revised guidelines on the allocation of DoE subsidy to researchers, an Incentive Scheme for Rated Researchers, a discussion document addressing the need to systematise the naming and operations of the UJ research structures, a Research Policy and Strategy, an Intellectual Property (IP) and Commercialisation Strategy, an IP and Commercialisation Implementation Plan, and the Postgraduate Centre Strategy. Initially, the research management was primarily on supporting the research administrative infrastructure. During 2008, the focus shifted to strategic matters, which is going to be the emphasis in the future.

For the first time in its existence, the University has published an annual research report that reflects the type of research and projects undertaken across the institution.

Increasing the research output and excellence

The research output of the UJ continued to grow steadily over the previous year. This is shown by a significant (up to 25%) improvement in the number of articles published in local and international peer-reviewed journals, which is well in line with our goal of doubling our research output in the first decade of the University's existence. The UJ research output, as accredited by the DoE, decreased by 9% over 2006 (to 352.43 units in 2007), and several researchers were newly-rated by the National Research Foundation (NRF) while others improved their ratings. In all, there was no net gain or loss in the number of rated researchers, though six rated researchers resigned in 2008 and three did not apply for re-rating in 2008. However, it is pleasing to note that eight new applications for rating were approved and four rated researchers applied for re-rating in 2008 (see table 13).

Table 12: Publication output

Year	Books	Proceedings	Journals	Total
2005	11.55	13.64	300.80	301.47
2006	22	64.7	360.77	386.56
2007	4.12	15.97	332.34	352.43
2008*	53.52	80.89	337.72	472.13

* 2008 anticipated based on internal audit figures

Increasing the research footprint

In tandem with capacity development, the University continues to look into innovative ways to increase the research footprint. Research capacity building (which impacts on the research profile and research footprint) is being supported by the appointment of postdoctoral fellowships and research professors in selected faculties and programmes. The number of postdoctoral fellowships increased from 20 to 25 in 2008. Research professors and high level scholars were appointed in the Faculties of Humanities, Science, and Engineering.

The number of active researchers has also been increased through the NRF Thuthuka Programme which is designed for research capacity building. Since the inception of the Programme, the UJ has been the leading institution and 13 new applications were submitted in 2008. Currently, there are 26 researchers participating in this Programme and six researchers received research grants. Furthermore, the University will be launching a staff qualification enhancement programme that is intended not only to enhance teaching excellence, but invariably also to increase the number of researchers. By the end of 2011 all academic staff are expected to have at least a master's qualification.

Postgraduate students form the backbone of most successful university research programmes worldwide, therefore it is appropriate that the University actively promotes higher degree studies and postgraduate research. Realising that there has been a decline in postgraduate enrolment, and in general a lack of black PhD-level academics across the entire higher education system, the University has embarked on an aggressive and more focused plan to mitigate the situation. Beginning in 2009 the University will roll out a New Generation Scholars (NGS) Programme to the tune of R25 million over the next three years (in addition to the existing Postgraduate Bursary Scheme), and will be establishing a Postgraduate Centre to lift master's and doctoral enrolment as well as to coordinate and provide postgraduate student support. The NGS scholars are supposed to create a pool of appropriately qualified researchers for the UJ over the longer term. The NGS initiative has generated huge public

interest with positive results that have culminated in a funding provision of R9 million over three years from PetroSA. (See Table 8 for the masters' and doctoral output.)

The Research Centres started in 2007 continued to flourish in 2008, with some centres recording outstanding research outputs. The Research Centres are funded by top-slicing the internal research funds. These centres of research excellence across the different faculties provide baseline support to a limited number of organised research activities within the faculties. There are currently 13 research centres. This year (3rd), some centres are due for review to determine future funding as the initial agreement was that they should be funded for three years after which they should be self-sustaining. Preliminary reports indicate that the University will continue funding all the centres and will probably establish one or two new centres in 2009.

In 2008, the University initiated research quick niches ("Quick-Wins") to spearhead research thrust by providing additional grants to a small number of specific research niches. These niches are identified as key strategic research domains in which the UJ research capacity best compliments the external need for research, e.g. nanotechnology, economic geometallurgy, energy and sustainable development, etc. There are seven Quick-Wins in existence which are supported to the tune of R5m to R7m from internal research funds. This initiative is going well and we anticipate further rollout and financial support to reinforce the existing competencies. The ability of all these research initiatives to contribute significantly to the strategic positioning of the UJ research profile will only be realised in the medium to long term.

In relation to research collaborations and partnerships, the University has continued to broaden its research networks at both faculty and institutional level, which is key to strengthening the research profile and to maximising external research funds. Significant effort also went into revitalising relationships with key public stakeholders and private sector institutions, such as the relevant national government departments, Gauteng Provincial Government and certain international partners. Collaboration with other tertiary education institutions has resulted in joint projects and peer-reviewed papers.

With regard to Intellectual Property, the University achieved little progress except for the development of an IP and Commercialisation implementation plan. An application for a provisional patent for plant DNA bar-coding was submitted together with Imperial College in the United Kingdom.

Creating an enabling environment for research

The University Research Committee and the Faculty Research Committees play a major role in supporting and monitoring the quality of research. Through the Research and Innovation Division, concerted effort is also being made to establish and provide sufficient and effective research support to researchers. Importantly, the University plays an active role in the implementation of the Research Information Management Systems (RIMS) run by the National Research Foundation, which is designed to improve research information management in universities and science councils.

The Statistical Consultation Service (Statkon) provided services for over 300 research projects, of which half were for masters students. The Faculties of Management, Health Sciences and Humanities are the most frequent users of Statkon. A satisfaction survey demonstrated that researchers are largely satisfied with the services provided by Statkon which include experimental design, questionnaire design, statistical analysis of data and the provision of statistical software.

In an endeavour to give researchers incentives for higher productivity and to acknowledge their contribution to the UJ status and brand, the University has developed a very generous Research Incentive Scheme to encourage rating among researchers and to maximise research output. The researchers' proportion of the publication subsidy was also increased.

The Vice-Chancellor's Distinguished Awards of R500 000 for "Researcher of the Year" and R250 000 for the "Most Promising Young Researcher" were made. Nominations are submitted to the Research Office and the selection is done by a panel convened from external experts. The nominations are judged against broad strategic objectives, namely: the number and quality of research outputs, capacity building, research excellence, significance and novelty, and international recognition.

Research highlights

The University has also seen a number of exceptional research results. Of note is the research group led by Prof Bill Harris, an A-rated researcher in the area of measurement and analysis of the

refractive defects of the eye using both mathematical and quantitative methods, mainly liner optics of astigmatic optical systems such as are found in eyes, spectacle lenses, contact lenses and telescopes. Dr Michelle van der Bank is leading 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. By initiating and leading the African campaign, the UJ brings together scientists from all over Africa and plays a major role in helping to build scientific capacity in the continent.

Other major research projects undertaken during 2008 included research in: Private International Law in Africa; Interaction of heat shock proteins and resistance responses in plants; improving plants' defence mechanisms by manipulating a plant's natural defences; geometallurgical investigation aimed at enhancing the sustainable use of non-renewable mineral resources; S-DIAT, a generic device that measures the impact of sport development programmes in Africa; and ecology and toxicology of human activities on the aquatic environment.

The UJ is proud of its achievements in the area of research and innovation, and the intention is to build on this trend. The rated researchers are reflected in Table 12 below:

Table 13: Rated researchers (December 2008)

Rated Researchers	2005	2006	2007	2008
A	2	2	2	1
B	11	12	13	16
C	38	44	45	42
Y	11	7	5	7
L	2	3	4	2
Total	64	68	69	68

LIBRARY AND INFORMATION CENTRE

In the fourth year of its existence, the UJ Library and Information Centre (UJLIC) made considerable progress towards its vision, i.e. to become *A globally acknowledged African gateway to scholarly information, renowned for breaking knowledge boundaries*. An even greater sense of unity of LIC staff members was evident in the way staff more than fulfilled their duties, even in the case of serious staff and other resource shortages as well as the overcrowding of some of the campus libraries.

Human resources

In 2008, 20% of the total number of positions in LIC was vacant. Due to these vacancies numerous contract appointments were made. Although this assisted with service delivery, it is by no means an ideal situation to ensure excellent service. Some of the vacancies had to be advertised more than once as no suitable candidates applied. Particular attention was given to improving the quality of service delivery and a training course, *Service delivery the LIC way*, was presented for all LIC staff running over a period of three weeks by Powerhouse Consultants.

Regarding the equity profile, 66% of the permanent staff is from the designated groups: 30% black females, 28% black males, 1% Indian female, 6% coloured female, 1% coloured male. The rest of the staff is composed of 31% white females and 3% white males.

Finance, Acquisitions, and Cataloguing

Although the information budget increased by 11.6%, fewer books could be purchased due to the exchange rate and increase in the portion allocated to journal and e-resource subscriptions. Payments to creditors – especially overseas creditors – take too long and in one or two cases access to e-databases were cut by the publisher due to non-payment. Regarding the information budget, 92% of the book budget was spent, although in some faculties 100% or more was spent. A total of 7 713 book titles were purchased for faculties and the average book price for 2009, based on the purchases of 2008, is R852.00. The average book price for FEBE, Health Science, Law and Science exceeds this average. Executive deans and heads of academic departments again received monthly reports of expenditure and available balance. 99.5% of the journals and e-resources budget was spent, although six of the nine faculties' budget was overspent, with only FEBE, FADA and Management staying within their budgets.

Cataloguing of new books was less than in 2007 as fewer items were received from Acquisitions due to budget constraints and the transfer of collections between campuses and the Dewey Project. The Library also accepted fewer donations than in previous years. During 2008 the Cataloguers demonstrated outstanding teamwork with daily cataloguing, database clean-up as well as for special projects regarding the updating of records on the database.

Client Services

The client profile, based on the number of registered LIC users, indicates that the majority of books are borrowed by undergraduate students. The APK campus has the highest percentage of postgraduate students. Postgraduate students, academic staff and researchers tend to use electronic information services more extensively than undergraduate students.

The overall number of visits to the LIC increased from 2 453 407 to 2 497 123, which did not show the sharp increase of previous years, but this is due to increased use of e-resources from outside of the library. Of the total number of visits to the LIC, more than 50% (1 316 828) was to the APK LIC.

In 2008 the FADA and APK libraries were the only two campus libraries where the circulation activity increased: FADA from 3% in 2007 to 5.2% in 2008, and APK from 50% in 2007 to 60.4% in 2008.

Inter-library loans (ILL) dropped by 11% for the UJLIC as a whole, with a drop of internal and external requests of 23% and 4.5% respectively. 79% of all ILL transactions are done at the APK campus.

The system of inter-campus loans (ICL) was not as widely used as expected, except on the SWC campus (881 of the 2 134 items supplied and requested), and a concerted effort will be taken in 2009 to market the ICL service together with the marketing of e-resources in order to further increase equity of access on all campuses.

The **Information and Research Support Service** (IRSS) functioned well. A general increase of subject searches was experienced, which included an increase of 24% at SWC, where an acting information librarian was appointed, 141% at APB, and 238% at DFC due to improved marketing, updating of client profiles and improved record keeping.

Archives and special collections

The print archives, including that of the former RAU Archives, were moved to the DFC. Following a marketing drive directly before Heritage Day, the Department of Philosophy and the Department of Sociology donated historical records to the Archives. A total of 392 rare books were added to the Rare Books collection during 2008. The substantial contribution for purchasing new books (±R56 000) made by the Dean of the Faculty of Humanities, Prof Rory Ryan, is gratefully acknowledged. A number of valuable collections and document collections donated by members of the University and Johannesburg communities were received during 2008, including a collection of newspaper clippings (1997-2007) on the telecommunication history of Southern Africa (especially cell phones); the document collection of the Johannesburg Symphony Orchestra depicting the history of the Orchestra was donated via Prof Jac Conradie of the Afrikaans Department; as well as the document collection of Ms Charlene Smith, which forms part of her three decade career as a multi-award winning journalist, author of 12 published books and an anti-rape and HIV campaigner. Prof Ben Africa donated his books to the SWC LIC which included a number of valuable Africana books.

A funding proposal on the digitisation of part of the **TEBA Archives** was submitted to the Carnegie Corporation, but was not successful due to their policy to fund only national initiatives. Good progress has been made with the migration of TEBA films to DVD to make these more accessible. TEBA's permission will be obtained to include these films in UJDigispace, the UJ institutional repository.

The digitisation of the photographs from the **Van Warmelo Collection** is going well and will be preserved on UJDigispace, the UJ institutional repository. Although the creation of metadata for photographs is very complex, it was finalised according to Dublin Core metadata standards which are compatible to universally accepted standards. Following a meeting with the University of Pretoria Library regarding the UP Van Warmelo collection, it was agreed to link the UJ and UP websites.

Projects

The following projects are highlighted:

- SWC campus library
- isiZulu UJLink project

- Improved service philosophy
- Transfer of book collections between campuses
- Institutional repository, UJDigispace
- Database overlap evaluation
- Evaluation of print vs. electronic journals
- Report on the accessibility of information resources, information budget allocation and expenditure
- Dewey Project
- e-Check-in of journals
- Electronic Resource Management (ERM)
- Access to databases and personal identification number (PINs)
- GAELIC system report
- Restriction of paying members and alumni to full text databases
- Short message system (SMS)
- Portable barcode readers
- Development of the Faculty Librarian model of information service delivery
- Task teams revisited.

Quality

UJLIC Peer review

The University of Johannesburg Library and Information Centre (UJLIC) underwent a peer review on 22-24 October 2008. In preparation for the peer review, a UJLIC self-evaluation report (SER) was compiled by the UJLIC Quality Task Team with the input of LIC staff members. The SER was based on the *Guide to the Self-review of Libraries*, a document compiled by the Committee for Higher Education Librarians of South Africa (CHELSA). The Guide is structured in terms of six Critical Success Factors (CSFs) which are aligned with the nineteen criteria contained in the *HEQC Institutional Audits Manual* of 2007. The report was received on 4 December 2008.

LibQUAL+® survey

The second LibQUAL+® survey – done in May 2008 – shows improvement in client satisfaction in comparison with the 2006 survey. Response from postgraduates and academics was disappointingly low. Needs indicated included quiet spaces that inspire study and learning as well as an urgent need for group study and discussion areas. The overcrowding of especially APK seems to be a huge cause of concern and frustration.

Risk management

Following a one-day workshop on 26 May 2008 attended by UJLIC leadership and team leaders, a list of possible risks was identified. This included seven items with a high risk rating, which was brought down to five as there was some overlap with lower rated items. Eleven items were rated at 20 points, nine at 16, and fourteen items below 16 points. A mitigation strategy has been drawn up.

Strategic thrusts for 2009

At a strategic resource planning session on 20 June 2008 strategic issues, aligned with the UJ strategic thrusts, were identified. This was done in preparation for the submission of the objective driven budget for 2009 which was presented to the ELG in August 2009.

2009 UJLIC Annual Plan

Improvement plans for the 2007 undergraduate survey, peer review report, LibQUAL+(r) survey, strategic objective implementation plans, as well as the Risk Management Mitigation Plan was used for the UJLIC 2009 strategic planning session, which resulted in the 2009 UJLIC Plan.

Community engagement

Due to expertise in logistics of moving library collections, assistance was provided by the FADA Librarian to the National Library of SA (NLSA) to move the NLSA collection to the new NLSA Building.

The ABZ Foundation, an award winning UJ based Student Social Entrepreneurial Programme regards the DFC Campus Library as a partner in their projects because of the campus library's involvement in servicing their research needs and the management coaching and mentoring of the ABZ leadership by the Campus Librarian.

Table 14: UJ LIC at a glance

ITEM	December 2007	December 2008
Volumes	739 379	751 020
Current journal subscriptions	2 687	2 285
Subscriptions to electronic databases	108	114
Journal titles with full text access	46 197	75 892
LIC registered undergraduate clients	41 990	41 445
LIC registered postgraduate clients	9 122	7 998
LIC registered staff members	4 593	7 705
LIC registered external clients	992	457
Number of people entering into LIC	2 453 407	2 497 123
Monographs circulated	684 165	651 494
Computers in LIC	415	452
Printers in LIC	108	85
Scanners in LIC	59	59
LIC application software packages	22	28

COMPUTER LABORATORIES

New computer laboratories were completed in 2008 on APB (an increase of 431 computer workstations) and DFC (an increase of 108 workstations). The laboratories are divided into open labs (890 workstations) and WebCT (Edulink) labs (1 158 workstations). The operating hours of the open laboratories (these exclude the faculty-managed laboratories) are the same as the library hours on each campus. The APK laboratories are, however, are open 24 hours a day during the week and are closed on a Saturday and Sunday from 19:00-07:00. During the examination period, the hours could change, based on the demand. The number of visits per workstation per day from 08:00-18:00 in the open labs is an average of 11 500 per day. The occupancy in the WebCT labs during the week from 08:00-18:00 is 95%.

Table 15: Microcomputer laboratories 2008

Service delivery	APB	APK	DFC	SWC	Total
Number of laboratories	28	22	9	5	64
Number of workstations	1 290	1 806	402	379	3 877
Student population per campus	8 082	25 885	8 430	1 939	44 336

STUDENT AFFAIRS

Introduction

Under the leadership of the Executive Director: Student Affairs, the Office of Student Affairs continued to be a major impetus in the campuses' vision, mission, core values and strategic priorities. Student Affairs aspires to be student-centred and learning-focused in creating a distinctive student life experience at the UJ. As an integral component to the University's vision, we attempted to create and facilitate connections between and among the various opportunities for learning as well as motivate students to devote their personal time and energy to purposeful activities. Mapping the learning environment of our students involved helping them make meaning of the UJ vision and mission, academic and institutional experiences. The UJ students are a product of these varied experiences and as such will be uniquely prepared to learn and lead not only in a South African or African context but in a global one.

In keeping with the University's mission, our purpose in Student Affairs is to cultivate a rich living and learning community in which students develop a commitment to personal and intellectual growth, leadership and service. The members of the Division Student Affairs pursue this mission by collaborating with academic colleagues, support services staff and community partners to develop quality services and programmes.

2008 was the year in which the system created by the Integration and Renewal Process and the appointment of the Executive Director: Student Affairs could be implemented. This was not a smooth process, but significant progress has been made towards the establishment of a subdivision that functioned more effectively and efficiently with a gradual emphasis on quality.

Strategic plans: Progress review and challenges

The various strategic plans each has as its point of departure the vision and mission of the Student Affairs Division which 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; and
- establishing and fostering relationships with internal and external stakeholders.

The vision and mission was developed in alignment with the University's strategic goal of a "preferred student experience" which is defined as follows: "To promote the holistic development of the student in preparation for the world of work and responsible citizenship". The key performance indicators of this goal are *student experience, holistic development, student wellness and a caring and safe environment*.

STUDENT LIFE AND GOVERNANCE AND STUDENT ACCOMMODATION AND RESIDENCE LIFE

The Student Life and Governance (SL&G) and Student Accommodation and Residence Life (SA&RL) cannot be reviewed overall. A year report can only make sense if each of the constituting units is dealt with individually, as each unit has a distinct purpose and means of operating, yet not operating in isolation of one another.

Student Life and Governance

The units in Student Life and Governance are:

- Student Ethics and Judicial Services (SE & JS)
- Student Development (Orientation)
- Student Governance
- Student Media
- International Student Affairs.

The five Student Life and Governance units each contribute in a different way to an optimal (or preferred) UJ student experience. Although detailed planning documents for each of the four units exist, the information below is an indication of the context, objectives, progress and gaps in each unit.

• Student Ethics and Judicial Services

Up to the third quarter of 2008 all the UJ disciplinary cases were dealt with by only one staff member. In September an additional staff member was appointed, immediately improving the affective administration of student discipline. It was only at this stage that the unit could finalise its strategic plan.

• Student Development (Orientation)

This Unit is still officially recorded as the Student Community Service Unit. However, in the beginning of 2008 the Head: Student Community Service was requested to work on student development. Initial research was done, but before a plan could be developed the same staff member was requested to develop an Orientation Programme brochure for the University.

• Student Governance

The support and management of student governance organisations was problematic due to communication problems and a vacant post which was filled towards the end of the year.

• Student Media

Student media comprises the radio station (UJFM) and the student newspaper (UJ Observer). Business plans for both these media were approved by the Council in June 2008.

• International Office

As a result of the decentralisation of the International Office, a unit for International Student Affairs was added to Student Affairs in June 2008. This Unit comprised two staff members and the responsibility

of the office would mainly be to take care of the social integration of international students with the University of Johannesburg. It took some time to divide the responsibilities of the former International Office, but towards the end of the year a strategic plan containing clear objectives, action steps and means of measurement has been developed. This plan, together with the preparation of a pre-arrival brochure for international students and the arrangements for exchange programme students, were the main achievements of the International Student Affairs Unit in the latter part of 2008, since it was allocated to Student Affairs.

Student Accommodation and Residence Life

In 2008 a firm foundation was laid in terms of administrative procedures and administration systems. Alignment and harmonisation was achieved but there is still room for improvement. During September 2008 and for the first time in the history of the UJ the chairpersons of all residences met over a three-day period to put in place a framework for the future of Residence Life. The workshop was facilitated by the Leadership Academy. It is in this meeting that a work-in-progress vision statement of "making the UJ residences the Preferred Residence Life" was adopted and subsequently, it was also agreed that a much broader and bigger session focusing on a number of subject themes will be convened during the University opening session in January 2009 to conduct a training session for all house committees. The partnership and collaboration with Faculties, Sports Bureau, HIV/AIDS, Protection Services, Campus Health and PsyCAD also improved substantially for the benefit of all residence students and residence life.

The partnership with the Gauteng Government and other universities has also improved, especially in the field of Indigenous Games and Sport. Improvement and standardisation of facilities is still ongoing and will hopefully be completed by 2010. On the Residence Life side, all residences have developed and adopted residence values which are in line with the University of Johannesburg vision, mission and values. An inter residence competition was started and the first residence received R10 000 for placing their values next to the University of Johannesburg values in their residence. Cultural Integration and Change Management is still ongoing and will later link up with the Institutional Cultural Integration Project.

STRATEGIC INITIATIVES

Mentorship programme

The Executive Director: Student Affairs introduced a mentorship programme for the UJSRC. The UJSRC would be mentored by identified members of the Executive Leadership Group (ELG) and senior managers. The UJSRC members were expected to shadow their mentors as the latter performed some of their institutional tasks.

The mentor and mentee would have one-on-one sessions not only on portfolio related matters but on values, moral and ethical issues in preparation of the mentee for the world of work and responsible leadership as contained in Goal 9. Mentees would also be expected to attend some of the meetings chaired by the mentor.

The purpose of the mentorship programme would be to minimise tensions between staff and student leadership, and contribute towards building and strengthening relationships between students and personnel. This would reduce misunderstandings and would undoubtedly minimise, if not eradicate, unwanted student action on campus. These sessions would provide the mentees with opportunities to understand why management do things in particular way.

It should be stated however that the mentorship programme in 2008 was not fully supported by all the UJSRC members. Not all UJSRC members participated in the programme. The programme will however be repeated in 2009 and intervention strategies will be put in place to ensure its success.

Integrated strategy for risky student behaviour

After the ELG at breakaway in August 2008, two meetings were convened by the Executive Director: Student Affairs to address the issue of risky student behaviour at the UJ. The meeting was attended by representatives from: Student Affairs (Convener), PsyCAD, Primary Healthcare, Protection Services, Student Accommodation and Residence Life.

An integrated strategy was necessary to address the problem of risky student behaviour at the UJ. It was agreed that the strategy would involve the above and all other relevant stakeholders.

The purpose of the meetings was to look at ways of addressing the issue of risky student behaviour at the UJ, to discuss the effectiveness of the current approach and to report on what was done in 2008.

Concurrent with the integrated strategy, a research project consisting of qualitative and quantitative methodology would also be launched in 2009. This project will aim to identify risky student behaviour at the UJ, based on a comprehensive investigation, and proposes appropriate university-wide interventions. Although this will be a university-wide project, jointly executed by Student Affairs, the Research and Ethics Committee of ADS, Campus Health Services, Protection Services and the HIV/AIDS Office, a doctoral dissertation will also be dedicated to the project.

National Student Leadership Academy

The National Student Leadership Academy was established and the inaugural Board is scheduled to have its first meeting in January 2009.

Collaboration with the City of Johannesburg (CoJ) and different stakeholders on a Student Accommodation Strategy for private student accommodation

The Executive Director: Student Affairs and the local councillor for Ward 69, Cindy Grobbelaar, took it upon themselves to arrange meetings with the various stakeholders to see how the problem of student housing can be addressed. Several meetings were held and are still being held in the Council Chambers of the UJ with the various role-players, e.g. Wits, landlords, developers, students, the Department of Development Planning and Urban Management, the Department of Health and the Police to address the huge problem of student housing and student safety.

A meeting was held at the UJ Council Chambers on 3 December 2008. The aim of the meeting was to obtain a comprehensive understanding of the impacts of off-campus student accommodation in the Brixton, Westdene, Rossmore, Melville, and Auckland Park areas. The key objective was to uncover pertinent issues and preliminary suggestions in order to effectively address the negative impacts of off-campus student accommodation.

UJ and Wits supported the City of Johannesburg (CoJ) strategy to provide any decent off-campus student accommodation and indicated their willingness to participate in this process and formulate ways in which to contribute towards the CoJ's Student Accommodation Strategy. A follow-up meeting is scheduled to take place in March 2009.

Student Trust/Hardship Fund

The Executive Director: Student Affairs crafted the guidelines for the implementation of the Trust/Hardship Fund. The Trust/Hardship Fund has been established to assist needy students. The Fund is primarily for – but not limited to – registration fees.

The Fund seeks also to assist students who may, for various reasons, be left without the necessary resources to respond to and adequately satisfy their immediate needs such as food, accommodation, transport, books and to some extent, the outstanding tuition fees of the current academic year. As much as the Fund is a source of financial assistance to students, it must not be seen or misconstrued as the primary source of funding for any student.

The Fund is mainly an amount of money set aside and administered by the University to assist students in financial difficulties. The funds can and will be granted as per the specific needs of students and in accordance with guidelines. The available funds are fairly limited and are existent chiefly to provide supplementary support to students in genuine financial difficulties. The selection committee comprises the Executive Directors of Financial Governance and Revenue, and Student Affairs and the UJSRC.

ACADEMIC ADMINISTRATION

Academic administration at central and faculty levels are responsible for the academic administration related to the academic lifecycle of the student – from application to graduation. The following committees were operational in 2008:

- 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 mitigate risks.
- Admission's Committee: this committee meets during the second semester 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.

Applications

A total of 25 389 undergraduate first-year applications were processed in 2008 as reflected in Table 13. Following a benchmarking exercise on the management of applications that was undertaken during the first semester, a proposal to initiate a centralised Student Enrolment Centre (SEC) was approved by the Management Executive Committee. The Senior Manager of SEC was appointed and the centre was established in the new administration building. The compliance responsibilities related to the enrolment of international students was transferred to Academic Administration towards the end of 2008.

Table 16: Historical number of undergraduate applications and status of applications and provisionally admitted applicants as on 3 December 2008 (for 2009 admissions)

Faculty	Applications for 2007	Applications for 2008	Applications for 2009	Provisionally admitted in 2008 for 2009
FADA	947	1 108	1 169	270
FEFS	4 066	4 538	5 151	2 361
Education	227	374	675	417
FEBE	4 415	3 931	4 764	1 842
Health Sciences	1 414	1 541	1 635	590
Humanities	3 197	3 984	3 938	2 396
Law	1 153	1 269	1 399	541
Management	4 297	4 290	4 364	2 152
Science	1 201	1 404	2 294	1 058
Total	20 917	22 439	25 389	11 627

Registration

Approximately 42 000 students were registered during the official registration period in January 2008. A web-based (online) registration process was piloted during this period, resulting in 1 745 online registrations. The Registration Report was submitted to Senex. Preparation for online registration was intensified and a target of at least 10 000 and preferably 12 000 was set for 2009. A student satisfaction survey was conducted. The problems were reported to the stakeholders concerned and taken into consideration for the planning of the registration for 2009.

Timetable

A standardised, integrated and optimised final summative assessment (examination) timetable was initiated in 2007 and implemented and refined in 2008. A standardised lecturing timetable for all campuses was developed and approved by Senate in 2008. The implementation of this standardised timetable was, however, approved for APB and SWC only (for implementation in 2009) due to logistical problems on APK and DFC. The standardisation of a test period on Monday mornings (07:00-10:00) for 2009 is highlighted as a major achievement in 2008. The supplementary examinations were written in December 2008 for the first time. An examination report is generated and includes the results of a student satisfaction survey.

Graduation

A total of 54 graduation sessions were held in 2008. The satisfaction survey results were very positive on the function itself, but graduates were dissatisfied with the venue for the issuing of the academic attire.

A total of 9 870 certificates were issued for formal subsidised qualifications and 8 073 were issued for non-subsidised qualifications. A total of 338 requests for duplicate certificates were received and issued in 2008. In addition to this, 1 747 UJ qualifications were verified via the service provider KROLL. An external audit on certification was conducted in 2008 and no exceptions were identified.

Self-evaluation

Academic administration was exposed to an external self-evaluation process. The Self-evaluation Report (SER) was finalised towards the end of July and the self-evaluation was conducted between 14 and 16 October. The outcome of the self-evaluation was positive and an improvement plan was developed to address the deficiencies.

REPORT FROM SENATE

Composition

The Senate, which functions in accordance with sections 21-27 of the Standard Institutional Statute (SIS), had a membership of 231 in 2008. The Charter for Senate was approved in February 2008. Attendance in 2008 was better compared with the attendance in 2007.

Senate meeting dates

Senate meetings were held on the following dates in 2007:

- 18 February
- 08 May
- 17 July
- 20 October
- 26 November (Special Senate meeting to approve the Teaching and Learning Strategy.)

Senate Committees

The following Senate Committees were operational in 2008:

- Senate Executive Committee (Senex)
- Senate Academic Ethics Committee
- Senate Academic Planning and Quality Committee (This committee was restructured as Senate Quality Committee and programme related matters became the function of Senex.)
- Senate Higher Degrees Committee
- Senate Research Committee
- Senate Language Committee
- Senate Committee for Persons with Disability (This committee was reconfigured as a committee of MEC as the functions also relate to employees with disabilities.)
- 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. Senate approved the University's Teaching and Learning Strategy at its special meeting in November and also approved a Senate Teaching and Learning Committee to be established in 2009.

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's Plan.


- ~ Harmonisation Phase 2: progress report.
- ~ Audited Financial Statements.
- ~ Faculty annual reports: process of reporting.
- ~ Staff culture audit.
- ~ International visits/initiatives.
- Charters approved: Senate, Senate Research Committee, Senate Quality Committee, Faculty Boards and amendment to Senex charter.
- New subsidised programme approved: BA (Hons): Public Management and Governance.
- Concrete proposals approved (phase two following programme reviews): PGCE (Senior Phase and FET Phase); Advanced Certificate in Education (005); BCom: Finance; BCom: Economics; BCom (Hons): Accounting.
- Name changes to academic programmes approved: National Diploma: Retailing; National Diploma: Entrepreneurship; National Diploma: Tourism; BCom: Business Management; BA: Information Management.
- Site of delivery change approved: National Diploma and BTech in Transportation Management from DFC to APB.
- Relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.
- UJ Enrolment Plan and performance targets.
- Teach-out plans: programmes to be discontinued following the academic programme reviews.
- Faculty academic appointment and promotion criteria, including the respective minimum research/publication units.
- Interim Teaching and Module Evaluation procedure.
- University's Audit Strategy.
- Establishment of the Centre for African-European Studies.
- Name changes to two academic departments: Academy for Information Technology; Industrial Psychology and People Management.
- Appointment procedure for Academic Heads of Departments.
- Election of Senate representatives to serve on the Council, Institutional Forum, Executive Committee of Senate (Senex) and other committees of Senate.
- Progress related to the development of an institutional teaching evaluation framework/strategy and procedures. The Teaching and Learning Strategy was approved at the special meeting in November (subject to minor amendments).
- Election of Senate representatives on the Honorary Degrees Committee.
- General and faculty admission requirements for National Senior Certificate holders.
- Admission and placement tests for National Senior Certificate holders.
- Reports from the various Senate committees.
- HEMIS data risks and subsequent responsibilities.
- Senate discretionary admissions.
- Titles and allocation of supervisors to master's and doctoral studies.
- Master's and Doctoral Scheme Policy.
- Academic calendar for 2009 and for 2010.
- Guidelines for academic authorship.
- Outcome of results and subsequent conferral of master's and doctoral degrees.
- Security reports.
- Distribution of DoE subsidy on publication units.
- Progress reports on the development of the Framework for Third-Stream Income and Intellectual Property.
- Amendments to the Academic Regulations.
- Academic concrete proposals (Phase 2) reconfigured modules resulting from the programme reviews: Property Valuation and Management; Banking Law; Relationship Marketing.
- Faculty reports to Senate: amendments to regulations, new non-subsidised programmes and amendment to faculty policies.
- Institutional academic policies: Work Integrated and Service Learning, Community engagement, Policy on Plagiarism, Academic Programme Policy, Quality Promotion Policy.
- A total of 53 new non-subsidised short learning programmes were approved.



Derek van der Merwe (Prof)
Pro Vice-Chancellor



Angina Parekh (Prof)
Deputy Vice-Chancellor: Academic



Adam Habib (Prof)
Deputy Vice-Chancellor: Research, Innovation and Advancement



Marie Muller (Prof)
Registrar

ACADEMIC REVIEW: FACULTY REPORTS

An executive summary of each faculty is reflected.

FACULTY OF ART, DESIGN AND ARCHITECTURE

Introductory comment

The Faculty succeeded in achieving the targets set for 2008 in the following areas: enrolments, upgrading of staff qualifications, student performance, research outputs and programme development. The Research Centre achieved all proposed outputs and performance indicators by the end of the year. Academic administration performed exceedingly well and successfully met all key performance areas. New initiatives for promoting and sustaining teaching and learning excellence, research capacity building, advancing multidisciplinary approaches and improving the service ethos in the Faculty were all introduced during the year. Marketing endeavours ensured an ongoing narrative of Faculty events and achievements. Student satisfaction levels were positive although the lack of parking facilities and poor maintenance of parking areas continued to be sources of frustration amongst students.

Areas of particular concern for the Faculty are an academic staff profile that does not meet the UJ equity and qualification benchmarks; the physical plant in terms of poor ventilation, temperature control and noise levels; and the lack of staff offices. The capacity of the Faculty to increase postgraduate registrations remains problematic given the number of staff engaged in further studies and the suite of programmes offered by the Faculty. Preparedness of first time entering students and student demographics are also regarded as risk factors. The slow implementation of the revised HEQF might hamper envisaged programme development.

Staff profile

The Faculty had a total of 68 permanent members of staff in 2008. This comprised 48 academic staff, 15 support staff, three members in academic administration, the Dean and Personal Assistant. Of the academic staff, 58% were senior lecturers, 40% lecturers and 2% associate professors. The equity profile in the Faculty showed a slight improvement to 74% permanent white members of staff in 2008 compared to 76% in 2007.

The level of academic qualifications of staff in the Faculty (excluding the Dean's Office) improved in 2008 with 60% of staff holding a master's or doctoral qualification compared to 48% in 2007. Of academic members of staff, 29% were registered for further study in 2008 and academic staff attended a total of 49 training courses covering the following areas: UJ systems (14), advanced software training (10), teaching and learning (7), self-development (7), research methodology (6) and leadership and management (5). Apart from attending numerous workshops and training sessions presented by Central Administration, administrative staff participated in two workshops on positioning for world class excellence and a workshop on effective leadership, all presented by external experts.

Student profile and performance

A total of 954 students were enrolled in the ten programme types offered by the Faculty. Undergraduate enrolments increased by 12.68% relative to 2007, with a 11% increase in diploma enrolments and a 26% increase in BTech enrolments, while MTech enrolments remained static. There was a 23% increase in first-time undergraduate enrolments in 2008.

Total white enrolments increased from 48% to 52% in 2008. There was however a decrease in the number of white first time entering enrolments which dropped from 58% in 2007 to 52% in 2008. African first time enrolments increased from 34% to 40%. There has been a gradual shift in the gender profile of the Faculty with an increase in female enrolments. In 2006 males comprised 54% and females 46% of total enrolments. In 2007 male enrolments dropped to 48% and in 2008 male enrolments dropped further to 45%.

The undergraduate success rate improved from 81.5% in 2006 to 84.8% in 2007 and 85.5% in 2008. Success rates for 2008 showed improvements in all race groups, with all groups meeting or surpassing

the 78% UJ benchmark. Success rates in first and second years improved, perhaps pointing to the Faculty's attention to high risk students and to its selection procedures and criteria. Student achievements in national competitions and awards contributed to building the public profile of selected programmes. Preliminary indications show that students won 16 national awards, received 13 national award placements and were finalists in 20 award schemes. This record surpasses achievements in 2007.

Departmental student committees and a Faculty Student 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. Overall students expressed high levels of satisfaction, with the lack of parking facilities and the poor maintenance of parking areas continuing to cause frustration amongst students. A series of "Friday Talks" and Industry Lectures delivered by invited guest speakers exposed students to wider societal, environmental and economic issues. A number of collaborative projects that brought students from different departments in the Faculty together encouraged multidisciplinary understanding and problem solving.

Academic Administration and the Faculty Marketing Coordinator made valuable contributions to ensuring a positive student climate by fostering 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 should enhance accessibility and service to students in future.

Academic programmes

The Faculty has a rolling plan that will see the gradual and systematic implementation of programme offerings in alignment with the new HEQF. The intended suite of programmes is better suited to a comprehensive institution and the increasing professional and student market demands for degree qualifications. The offering of a BA (Design) with a specialisation in Graphic Design and a professional course work master's degree in Architecture will serve at Senate for final approval early in 2009 followed by submission for external review. Should external approval be given in 2009, the two programmes will be offered in 2010. Unfortunately the slow implementation of the revised HEQF is hampering the rate at which the Faculty is able to adhere to intended timelines.

The consolidation of the diverse modules in History and Theory of Art and Design was approved by Senate and a single offering in the subject area will be phased in starting with its first year in 2009. This consolidation addresses many of the issues of relevance, duplications, allocation of credits and assessment criteria identified in the programme review. A multilevel tutorial system will be introduced in 2009 to support the new offering. Other mechanisms to ensure the relevance of curricula content in module offerings were teaching collaborations with industry, the revision of modules by departments to meet identified needs and a conversion of modules, particularly in Architecture, to Edulink.

The Creative Teaching and Learning Forum was established at the close of 2008. The goals of the Forum are to develop a scholarship of teaching within the Faculty around the theme of creativity; to enhance teaching and learning in the Art and Design fields through reflection and sharing of best practices; and to generate research outputs around teaching practice.

Research and creative production

Preliminary indications are that members of the Faculty published ten journal articles, seven conference papers, one sole authored and one co-authored book and two book chapters. Nine research projects were registered with the Faculty Research Committee, five of which were directly funded by the FRC with the remainder reliant on external sponsors.

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 *Johannesburg and Megacities Phenomena* was accompanied by a handsome publication, an exhibition and a video programme that was later re-screened in the city, and shown in Germany and New York. A core group of reputable scholars has affiliated themselves with the Centre as research fellows with the intent to undertake research around the theme of visual identities. *The Weekender* was established as the Centre's media partner and a number of joint initiatives are planned for 2009.

During the course of the year, members of staff participated in 32 exhibitions and they completed 22 local design projects and 4 international design projects. A policy and a set of criteria for the

peer evaluation of creative production were approved by the Faculty Board for submission to the DVC Research early in 2009. The FADA Gallery adopted a multidimensional underlying rationale to viewing the gallery 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 three high profile exhibitions, namely *Cities in crisis; Humanism, the art of selling*; and the *FADA 2008 Staff Show*.

Research capacity building initiatives included the funding of teaching substitutes; mentoring to assist members staff write articles and papers; a staff research seminar programme; and a series of lectures on research methodology. The FADA Research Newsletter was refocused in 2008 to include working papers and a greater number of substantive and critical reviews and comments 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. All academic departments and Academic Administration embarked on benchmarking exercises in 2008. The APQC devoted a great deal of time ensuring that all new offerings met requisite standards and this resulted in the easy approval of submissions for new degree programmes to the PWG and Senex. Four academic policies were generated by the Committee for approval by the Faculty Board. The Faculty Research Committee functioned with growing confidence and efficiency during 2008. Attention was devoted to the implementation of more rigorous procedures for the review of proposals and ethics clearance.

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, effective communication channels, capacity building, auditing and reporting of student data and a systematic approach to dealing with the lifecycle of students. Key performance indicators in all areas were met.

Risk management workshops identified the following areas as potentially high risk: staffing, safety and security, preparedness of entry level students, research delivery, non-compliance with UJ policies at departmental levels, curriculum relevance in terms of ongoing professional and industry developments 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. As previous sections in this summary show, a number of mitigating actions are in place with regard to some of the above factors.

Community engagement

Community projects of note included:

- Cultural Action for Change, a collaborative project between the Department of Visual Art, Phumani Paper, Artists Proof Studio and the University of Michigan that continued its work into the investigation of economic development, the role of the arts in addressing the HIV/AIDS issue in South Africa as well as capacity building for community based artists.
- Sustainable Rural Transport Project sponsored by the SABS Design Institute that concluded its work into the testing and delivery of transport prototypes by the Department of Industrial Design.
- The Makhulong A Matala Project that entailed the design of learning centres for the Johannesburg Housing Company by the Department of Interior Design.
- The Manica Project into the design of low emissions and energy efficient stoves by the Department of Industrial Design.
- Hosting the IEB Matric exhibition and the Photovoice exhibition in the FADA Gallery.
- 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. An assertive marketing plan aimed at building public awareness; the recruitment and retention of students; and providing an on-going narrative of Faculty activities and successes formed the basis for Faculty actions during the year. Actions during 2008 included numerous events, exhibitions, FADA tours, two electronic newsletters issued at regular intervals, FADA information

sessions, a direct mail campaign, regular contributions to UJ publications, updating the website, revising marketing material and updating five targeted databases.

Priorities for 2009

Two strategic breakaways provided opportunities for revisiting the Faculty vision, mission and strategic priorities. The strategic sessions allowed each of the academic departments, as well as Academic Administration, to review their current status and make presentations illuminating their strategic plans within the context of relevant national priorities, University and Faculty goals.

The Faculty of Art, Design and Architecture will continue to strive to enhance its reputation in 2009 in alignment with the strategic goals of the University of Johannesburg. A number of key objectives for the coming year are:

- Growth in undergraduate and postgraduate student numbers with particular attention to the retention of students, the recruitment of black students and providing opportunities for improving the creative profile of prospective students.
- Upgrading of staff academic qualifications and general staff development in line with University benchmarks and the UJ teaching and learning strategy.
- Promoting and sustaining excellence in teaching and learning through quality assurance mechanisms and the active development of innovative teaching and learning practices.
- Nurturing a research culture and providing a supportive creative production environment by leveraging the opportunities presented by the Research Centre and the FADA Gallery.
- Advancing recognition of the Faculty through the development of relevant programme offerings, excellence, adding value to external constituencies; and a unique institutional culture.
- Cost saving initiatives where possible without jeopardising Faculty standards and the academic endeavour.



Marian Sauthoff (Prof)

Executive Dean: Faculty of Art, Design and Architecture

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

The Faculty of Economic and Financial Sciences of the University of Johannesburg has a distinctive financial focus that sets it apart from other Commerce faculties in South Africa. Located in the financial heartland of the country, the Faculty offers a particular selection of BCom degrees and diplomas that attempt to address the rapidly growing demand for skills in the fields of Accountancy, Financial Economics and Econometrics, and Financial Decision-making.

In 2008, the Faculty remained committed to its vision to be a faculty of academic distinction by internationally recognised standards, embracing the challenges of complexity and diversity characteristic of its African environment, in its endeavour to advance knowledge and skills aimed at capacity-building in the fields of Economics and Econometrics, Finance and Accountancy. The realisation of this vision requires specific policies, procedures and structures to be put in place as early as possible. In this regard the 2008 academic year was of particular importance as it provided the opportunity for the inception of several such measures to embed the Faculty's vision.

The following are some of the key initiatives, events and achievements of 2008:

- After experiencing a dip in 2007, student enrolment picked up significantly in 2008. The growth in total enrolment was just over 11% and in respect of the individual campuses the growth figures were as follows: 11.3% on APK; 16.7% on APB; and 57.6% on SWC. The growth on SWC was quite robust with enrolment increasing from 408 students in 2007 to 643 in 2008. A further observation regarding student enrolment in 2008 is that the total enrolment of 9 060 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.
- 230 UJ students wrote the Qualifying Examination of SAICA in 2008 as first attempt candidates, of which 207 (90%) passed. The 82% pass rate in respect of UJ Black students compares very favourably with the national pass rate of 45% for Black students.
- 29 students who achieved the BCom Honours (Financial Planning) in 2007 wrote the Case Study in 2008, of whom 25 passed the board exam with a score of 60% and higher, resulting in a success ratio of almost 90%.
- The BCom Honours (Financial Management) graduates achieved outstanding results in the May 2008 strategic level examination of the Chartered Institute of Management Accountants (CIMA), obtaining a combined 3 places in the top 10 for the three individual modules in South Africa. Candidates achieved a pass rate of 68% in both the Risk and Control Strategy and Financial Strategy modules - 18% above the global pass rate.
- Prof Gideon Els received the Vice-Chancellor's Award for Teaching Excellence.
- The Faculty hosted the second Biennial International Value Conference on 26-28 May 2008 at Sun City. The theme was *Create, Develop and Deliver Value in Africa in the global context*. The basic goals of this biennial conference were to establish this fledgling faculty as a serious contender within the international academic arena, and to encourage interaction between industry and academics. Nedbank grabbed the opportunity to be the Platinum sponsor of the conference.
- Martin Perold, an MCom (Economics) student, received the Founders' Medal Award from the Economic Society of South Africa for the best dissertation in the master's degree category.
- Various newly configured master's programmes, in which the minor dissertation as the research component accounts for 50% of the degree, were introduced in 2008.
- Various Faculty policies were developed, reviewed or realigned with UJ policies in 2008. These policies covered important areas such as assessment, moderation, recognition of prior learning and higher degrees and procedures.
- The Faculty published two further editions as part of Volume 2 of the *Journal of Economic and Financial Sciences* (JEF).
- With the support of the UJ, the University of Fort Hare (UFH) received accreditation for their BCom (Accounting) degree from the South African Institute of Chartered Accountants (SAICA). UFH now operates independently from the UJ with a strong team of lecturers that delivers a high quality degree on its East London and Alice campuses.
- The University of Limpopo (UL) still follows the UJ curriculum in its undergraduate studies in Accounting. In 2008 the first group of UL students with an undergraduate degree in Accounting, was admitted to the UJ's BCom Honours in Accounting programme (specialising in Chartered Accountancy). Four of the five students that were admitted obtained the honours qualification.

Two of these students are appointed as academic article trainees in the Department of Accountancy in 2009.

- Throughput was closely monitored and managed over the past year with the assistance of a data analyser to process students' last assessment opportunity results and calculate key performance indicators to guide future interventions. Relative success was attained in this area of throughput. Although a slight dip was experienced in the 1st semester of 2008, throughput increased from 75% in the 2nd semester of 2007 to 78% in the 2nd semester of 2008.
- Following the signing of a Memorandum of Understanding (MoU) and a Letter of Agreement (LoA) between the University of Johannesburg and Tilburg University in December 2006, the first four students returned from Tilburg University in 2008 having completed their MSc degrees. One new student left for Tilburg in August 2008 to pursue her postgraduate studies.
- 2008 saw the first graduates of the alternative honours degree in Accounting. The alternative honours programme caters for students that pursue career paths other than chartered accountancy.
- The Department of Accountancy, in partnership with Ernst & Young launched the exciting Project Alpha for all second-year students in Auditing 2A on any topic relating to "Ethical Dilemmas". The objective of the project was to assess the application of the Auditing 2A curriculum in a practical manner.
- A number of students from the BCom Honours (Investment Management) completed the Chartered Financial Analyst (CFA) examination to attain the sought-after and highly acclaimed CFA® designation.
- The Equity Development Project in the Department of Accountancy provides academic support to approximately 400 African and Coloured students in their BCom (Accounting) studies at UJ. Of these, 200 students are on a full bursary, which is sponsored by the Thuthuka Bursary Fund of SAICA. In 2008, eight of the first intake of the Thuthuka students completed the BCom Honours (Accounting) degree.
- The permanent academic staff complement increased by 23 members to 127 in 2008. This entailed going through the process of headhunting, interviewing and appointing 23 permanent academic staff members, which is a great achievement in this period of skills shortage. Only seven staff members resigned during 2008, while five resigned at the end of the year.
- The number of students in the BCom extended programmes in the Faculty increased from 379 in 2007 to 484 in 2008. This 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. Of the total enrolment for 2008, 263 students enrolled on the Kingsway campus and 221 on the Soweto campus.
- Prof Lucas van Vuuren was appointed as a visiting professor in the Department of Accountancy. He will play a key role in the Department's Accounting History research initiative.
- Over and above numerous other publications and research initiatives, subsidised publications in the Faculty increased from 10.25 units to 13.66 units. Although still small in absolute terms, the percentage increase in subsidised publications, together with numerous other publications, is an indication that staff members are becoming serious about research.

In the final analysis, 2008 may be considered as an eventful year for the Faculty of Economic and Financial Sciences. The above aspects, amongst others, indicate that significant strides have been in terms of capacity building and achievements in the areas of teaching and learning, research and community engagement.



Amanda Dempsey (Prof)

Executive Dean: Faculty of Economic and Financial Sciences

FACULTY OF EDUCATION

Academic Programmes

- The enrolment figure for 2008 was 5 197, an increase of 254 from 2007.
- Postgraduate enrolments were 26.6% of total enrolments.
- The student profile of the Faculty in terms of race was: African: 81%, White: 13%, Indian: 3%, Coloured: 3% (87% Black).
- The student profile of the Faculty in terms of gender was: female: 68%, male: 32%.
- In the second semester of the year 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 not included in the 2008 student numbers for reporting purposes, but will be reported on in the 2009 annual report.
- The ACE Mathematics Education and Postgraduate Certificate in Education (FET) (reviewed in 2007/2008) received full accreditation from the Higher Education Quality Committee.
- The Faculty started developing a BEd (Foundation Phase) programme for implementation on the Soweto campus in 2010.
- Two programme areas in the Faculty were identified as strong programmes or areas of differentiation: Information and Communication Technology in Education and Educational Psychology.
- The MEd (Educational Psychology) that was reviewed by the Health Professions Council of South Africa (Professional Board of Psychology) received full accreditation.
- The Faculty's Conceptual Framework for Teaching and Learning was strengthened and further developed.

Staff

- In 2008 the Faculty had 49 fulltime permanent academic staff members and 21 non-academic staff members: a total of 70.
- The academic staff profile in terms of levels was: professor: 16%; associate professor: 14%; senior lecturer: 41%; lecturer: 29%.
- The academic staff profile in terms of academic qualifications was: staff with doctoral degrees: 73% and staff with master's degree: 27%.
- The academic staff profile in terms of race was: white: 55%; black: 29%; Indian: 12% and coloured: 4% (45% Black).
- The academic staff profile in terms of gender was: male: 57% and female: 43%.
- Two staff members from the Faculty namely Prof Kholeka Moloi and Dr Josef de Beer received the Vice-Chancellor's Distinguished Award for Teaching Excellence.

Research

- The Faculty research output in terms of accredited journals amounted to 15.50 units (0.32 per capita). This represents a slight increase of 1.96 units (13.54 in 2007). Units in internationally accredited journals have increased (from 5.50 in 2007 to 11.50 in 2008). If papers published in conference proceedings that meet the requirements for subsidy are taken into consideration, the per capita output for 2008 was 0.42.
- Staff contributed to eight chapters in books.
- The majority of research projects in the Faculty are 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).
 - ~ National Research Foundation Research Niche Area programme with six Projects (RNA) (2007-2011) in the areas of initial teacher education, literacy and communication, mathematics and science education, educational psychology (with a focus on community counsellors) and technology education.
 - ~ Two projects were funded by the South Africa Netherlands Research Programme for Alternatives in Development (SANPAD): *Teacher Identity and the Culture of Schooling and Child-headed Households*.

- The Faculty had three NRF C-rated established researchers. Prof Elbie Henning was awarded a B-rating (an internationally recognised researcher).
- The CEPR hosted a conference “Recentering the Teacher” in March 2008. The conference was partly funded through a grant from SANPAD.

Community engagement

The Faculty’s main community engagement initiative was linked to eight partnership schools and a community organisation. This ongoing initiative involves teacher education (BEd and PGCE) and Educational Psychology students, as well as Faculty staff. The main purpose of the partnerships is to advance the interests of the Faculty of Education and the participating schools and community organisation in a mutually beneficial way and to provide service learning opportunities to students.

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 2008. The main purpose of the 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, Personnel Committee, Initial Professional Development of Teachers (IPET) Committee, Continuous Professional Development of Educators (CPTD) Committee, BEd (Hons) Committee and Higher Degrees Committee.

Faculty strategy

A Faculty breakaway was held 24-25 October to reflect on the Faculty’s progress in terms of its strategy in general as well as its priorities in 2008. Main focuses of the breakaway were: The Faculty’s vision, mission and values, community engagement, scholarship and research, the Faculty’s Conceptual Framework for Teaching and Learning, and reporting from the Initial Professional Education of Teachers task team.



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 (FEBE) at the University of Johannesburg (UJ) is strategically located within the Johannesburg city region. The Faculty plays an active part in the developmental agenda of the South African economy, in particular, and Africa, in general. It is strategically located in the Province of Gauteng which is the industrial hub of Africa. Due to this strategic positioning the Faculty will be establishing the Faculty Industrial Advisory Board whose composition will be prominent people in the Engineering and the Built Environment sectors and whose main functions will be to advise the Faculty and facilitate strategic relationships with key stakeholders.

It 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 only offered in different institutional types and belonging to different knowledge and competency outcomes. The Faculty is aimed at producing 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.

The Faculty is located on the Doornfontein and Kingsway campuses of the UJ due to the historical locations of the different programmes. Since 1 January 2005, FEBE has transformed itself into a single academic entity that aims to take advantage of these differences and provide integrated training. The Faculty has approximately 6 981 registered students. The demand for entry into FEBE's programmes continues to increase but has to be managed in accordance with the University's enrolment plan and available resources. However, departments within the Faculty are now in a better position to select more appropriate students.

FEBE is made up of fifteen academic departments comprising most of the classical disciplines of Engineering and the Built Environment, which are clustered into four broad fields of study. These four clusters are Electrical and Computer Engineering, Civil Engineering and the Built Environment, Mechanical and Process Engineering, and Mining Engineering.

The Executive Dean is supported by 15 Heads of Departments, two Vice-Deans, and two Faculty Administration Managers (HAFAS). FEBE provides lifelong learning opportunities for the full development of individuals within the engineering and built environment space. It integrates with other human activity systems, such as industry, as a comprehensive system of learning and human development. A review panel comprising both national and international experts, conducted a thorough review of FEBE in 2008. The purpose of the review was to provide advice to the UJ on remedial steps that needed to be made in order for the faculty to retain staff, improve research output and student throughput.

The first Vice Chancellor Roundtable took place in June 2008. A number of high level industry and academic stakeholders were invited to participate in an open discussion on the many problems that beset Engineering faculties at all universities and the dearth of suitably qualified and properly trained engineers in the country.

The Faculty's formal and subsidised qualifications include the National Diploma (NDip), Bachelor of Technology (BTech), Bachelor of Engineering (BEng), Master in Philosophy (MPhil), Master in Engineering (MEng), Master 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 but industry approved short courses are offered by various departments.

FEBE is committed to its core business of teaching, learning and research. All Engineering programmes are subjected to accreditation visits. FEBE's programmes are accredited by the Engineering Council of South Africa (ECSA), the South African Council for Quantity Surveying Professions (SACQSP), the South African Council for Project and Construction Management Professions (SACPCMP) and the South African Council for Planners (SACPLAN).

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

Consolidation of faculty

The Faculty will be consolidated in Doornfontein by 2012. As a first step towards this consolidation, a new management structure is expected to be implemented by the 31 December 2009 which is aimed at:

- fostering multidisciplinary research and teaching that integrates technology with science;
- integration of similar disciplines to exploit the economies of scale;
- consolidation of the DFC and APK campuses to form one united Faculty;
- aligning management structure with operational and administrative functions; and
- increasing the administrative, teaching and research efficiencies as well fostering flexibility to allow the introduction of new departments and research centres.

The proposed management structure is based on the report of a review panel, who was appointed by the Vice-Chancellor, on the restructuring of the Faculty of Engineering and the Built Environment.

The different academic departments that have similar programmes largely work in isolation. In order to deal with this issue a proposal is under way to introduce the concept of Schools that will cluster similar programmes together.

Academic staff

Staff vacancies increased from 35 in 2007 to 40 in 2008. The considerable number of vacancies has an adverse effect on teaching quality, student throughput and research output. The temporary teaching members of staff do not make up for the number of vacancies since they generally only appear for lectures and bring about additional administrative responsibility and workload for permanent staff. It is evident from the periods of time for which the posts have been vacant that sufficiently trained and experienced staff is not readily available in South Africa. The plan was to recruit staff abroad, notably in India and 11 positions have been offered to people in India, namely to 9 people with PhDs and two with master's degrees.

Academic staff profiles

The female : male proportion of the staff changed from 10% : 90% in 2007 to 21%:79% in 2008. The academic members in the Doornfontein campus remain largely without higher degrees while the demographic characteristics of staff remain largely white. Strategies are under way to transform the Faculty to better reflect the demographics of the country. The strategy of ensuring that academic staff members have at least a master's degree by 2011 is experiencing difficulty because of the shortage of suitable supervisors. To deal with this issue a strategy is being considered to appoint relevant pre-eminent staff as visiting professors. A number of retired staff were also re-appointed in order to fill the gap of the shortage of academic staff in the market.

Administration

The administrative capacity of the Faculty remains a challenge with mistakes that occur in the registration and graduation process. It is envisaged that the gaps in the administrative capacity be identified and training be initiated.

Postgraduate and research overview 2008

The Faculty consolidated all the postgraduate administration on the APK campus in 2006. Towards the end of 2007 all departments with postgraduate qualifications went through a programme review. The result of this review was that a number of postgraduate programmes were terminated. This review gave the Faculty valuable insight for a future strategy. The number of enrolments in master's degrees increased from 151 in 2007 to 165 in 2008, while the number of enrolments for doctorates decreased from 49 to 38. The total postgraduate enrolment for 2008 was 2.9% compared to the benchmark of 20%. A possible explanation for the low postgraduate enrolment is that 65% of the Faculty's students are enrolled for a diploma. Traditionally the diploma students have a low postgraduate enrolment. If only degree students are taken into consideration the total postgraduate enrolment is 8.2% which is also below target. In comparison to 2007 statistics, there was an increase of 9.3% in master's degree enrolments in 2008. Hopefully this will lead to more doctoral students in the near future. In comparison to 2007 doctoral enrolments there was a significant decrease of 22.5% in 2008. This trend is also noticeable in the 2006 data [27%: 2006-2008]. The numbers of master's graduates were 21 in 2008 compared to 17 in 2007 while the doctorate graduates were two in 2008 compared to 3

in 2007. There was thus a positive growth pattern from 2007 with an increase of 23.5% of master's students who graduated in 2008. There was also an increase of 21.5% from 2006 to 2007. The doctoral graduation declined in the last three years from seven to three to two. This in itself is a matter of concern. Black students increased by 31.5% from 2007 to 2008. In addition to this, the number of black students increased from 77 to 88 in the three year period. White students decreased by 13.5% from 2007 to 2008. In 2008 there were 57% white students compared to the 67% and 63% in 2007 and 2006 respectively. The Faculty produced 11.04 units in accredited journals for the year 2008, which is slightly below the FEBE average of 11.9 units for the last four years. The majority of these publications for the last four years (82%) were generated by the three Engineering Science Departments. There was also a decline in the journal units produced by the Technology Departments which produced 1 unit in the last two years.

The following research groups are still 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.

Contributing factors that influence the low accredited journal publications and low postgraduate outputs are:

- Members of staff who resigned were not replaced by "strong" researchers and newly appointed staff needed time to develop
- Staff turnover — this is a very important aspect for research continuation
- The resignation of senior staff members (Associate Professors and Professors) during the last three years impacted negatively on the number of doctoral candidates. None of these staff members were replaced with appointees in the professorial ranks. This might possibly be linked to the non- market related salaries of experienced senior engineers as well as the difficulty to obtain recognition for industry experience relevant for an appointment as professor.
- There were only four staff members involved in doctoral supervision for the last three years; this is low and should be addressed.
- The merger and the constant change of leadership in FEBE might still have an effect. Research is the by-product of a stable conducive environment. This has unfortunately not been the case in the last few years.

Undergraduate performance

The ratio of first-year admissions to applications is 57%, while the ratio of enrolled to admitted is 36%. The number of enrolled students for 2007 was 6 936 and 6 981 in 2008. The number of graduates in 2007 was 1 077 and 951 in 2008. The graduation rate for 2007 was 15.5% and 13.8% in 2008. Of the 951 students:

- 15 students (transfer students) completed their studies in a shorter period than the minimum required study period;
- 348 (37%) of the students graduated within the minimum required study period;
- 247 students completed their studies in the minimum required study period plus 1 year;
- 206 completed in required time plus two years;
- 82 students in required time plus 3 years; and
- 52 in required time and more than three years.

The FTE credits for the Technology Programmes increased from 1 670.58 in 2007 to 1 795.25 in 2008. The FTE credits for the Science Programmes increased from 466.21 in 2007 to 499.62 in 2008. The total FTE credits increased from 2 136.79 in 2007 to 2 294.987 in 2008. The FTE enrolments for the Technology Programmes increased from 2 240.8 in 2007 to 2 380.94 in 2008. For the Science Programmes it increased from 643.3 in 2007 to 658.14 in 2008. For the combined programmes it increased from 2 884.81 in 2007 to 3 039.07 in 2008. The success rate for the Technology Programmes increased from 74.6% in 2007 to 75.4% in 2008. For the Science Programmes it increased from 72.5% in 2007 to 75.9% in 2008. The combined success rate increased from 74.1% in 2007 to 75.5% in 2008. The total module

registration was 36 725, module passes were 26 664, FTE's were 3 109.14, funded credits were 2 315.3 and Teaching Input Units were 9 841.1.

Strategic projects

Women in Engineering and the Built Environment

The project Women in Engineering and the Built Environment (WEBE) has four primary objectives and these are:

- to attract and retain female academics in the Faculty;
- to attract women students to the Faculty to continue their studies in Engineering or the Built Environment;
- to provide a support network for professional and academic women engineers and the built environment professionals; and
- to market the Faculty as a source of graduate women engineers to industry.

The vision is to support professional women in industry and to become the preferred faculty for young women to study higher degrees in Engineering and the Built Environment. The WEBE project, therefore, has four focal areas: professional engineers and built environment practitioners and academics; support for current students; attraction of school learners; and community and industry engagement.

In 2008 the WEBE Summit was hosted by FEBE. The theme of the summit was *"Why I am passionate about Engineering"* and approximately eighty senior practicing women engineers and academics attended the summit. The success of the summit was evident in the media coverage received and included articles in national and local newspapers and a radio interview on the station RSG. A website was developed for the WEBE project and a WEBE community initiated on the Web.

Formula 1 in Schools Project

The project entails the manufacture of miniature Formula 1 cars by school learners in the laboratories of the University. The purpose of the project is to attract prospective Engineering students in an open-air competitive learning environment. A large number of schools from Gauteng, Western Cape, KZN and North-West provinces participated. Each team submitted a detailed portfolio of design and manufacturing aspects, as well as marketing and sponsorship initiatives. The projects were displayed and orally presented to a judging panel. Prizes and bursaries for Engineering study at the University were presented to the winners.

MCTS – Metal Casting Technology Station

The Metal Casting Technology Station (MCTS) is an initiative of the Department of Science and Technology (DST) and is managed through the Tshumisano Trust. The MCTS is hosted in the Department of Engineering Metallurgy (DEM) at the University of Johannesburg on its Doornfontein Campus. The MCTS supports and assists foundries with skills development, training, troubleshooting, applied research and technology transfer in metal casting. The initiative is supported by DST through the Tshumisano Trust and the German government. The Station has access to diverse equipment including a greensand foundry casting. The Station has recently upgraded its sand laboratory to the value of R690 000 and a 3D Rapid Prototyping machine has been commissioned. Over the past year and in the next few months equipment to the value of R2 million will be purchased to upgrade the sand laboratory to enhance its resin testing capabilities and its design laboratory with new hardware and software. Seventy-two projects were executed and four short courses were presented to groups of SME's and to companies. One short course was offered to delegates from Lesotho. A Practical Foundry Technology course was offered for the first time this year. The total value of projects amounted to R3 568 996. The MCTS awarded bursaries to one master's student, and seven Bachelor of Technology interns. The MCTS is also assisting one PhD student.

The TechnoLab

The TechnoLab is part of FEBE and is committed to the awareness and the literacy of technology for learners of all ages. It strives to provide quality workshops in technology to all potential students. It also promotes Science and Technology to a large number of learners of which greater numbers will hopefully enter the Engineering field as qualified engineers after studying at the University

of Johannesburg. The TechnoLab's workshops cover a wide range of courses. The activities concentrate on the application of the technological process where development takes place from higher cognitive skills, creative thinking skills and problem-solving skills. The main aim is to make learners more aware of the roles played by technology, entrepreneurship and innovation in the country's economy, as well as the enhancement of technology education at primary and secondary school levels. In 2008 it accommodated 670 students in four practical workshops. To reach more learners, teachers and other potential students the number of workshops offered by the TechnoLab has been doubled. The presentation material for all the workshops is currently under revision with the view of getting the contents in line with UJ policy, as well as to maximise the utilisation thereof in the school community.

Strategic achievements

The Department of Town and Regional Planning is subject to the existing agreements, partnerships and memoranda of understanding such as those between the University of Johannesburg and the City of Johannesburg. In the Department of Engineering Metallurgy a cooperation agreement on Metal Casting has been in place since 2007 between the University of Johannesburg and the Technical University of Friedberg. As part of this agreement the Department hosted Dr Harmut Polzin for two weeks in July 2008. Dr Polzin trained staff members in the field of resin bonded sand and visited several foundries as well as presented technical papers in Johannesburg and Cape Town. A Bachelor of Technology student (Mr M Mabotja) visited Friedburg University in October and received further training in sand casting technology.

Faculty finances

The budget for 2008 was overspent with R1 493 912.34 after salary increases were added to clear the salary shortfall of R2 634 808.61.

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

Tshilidzi Marwala (Prof)

Executive Dean: Faculty of Engineering and the Built Environment

FACULTY OF HEALTH SCIENCES

The Faculty focused on the following strategic aspects during 2008:

- implementing mechanisms to improve and develop research capacity;
- improving teaching, learning and assessment, with a focus on improving success and graduation ratios;
- being recognised and registered as a Continuing Professional Service Provider;
- increasing the profile related to our community engagement activities;
- participating and implementing mechanisms related to branding and marketing;
- implementing mechanisms to ensure a better client orientated paradigm, especially in the domain of Faculty administration; and
- assisting in the preparation for the 2009 HEQC audit.

Providing services to 3 505 students across three campuses (APB, DFC and APK) were 96 fulltime academics (variations through year due to resignations) supported by 40 academic support staff, including clinic support staff.

There was an increase of 287 learners (8.9%) in the total enrolment figures (3 218 in 2007). The registrations for master's qualifications increased by 15.6% (173 to 200) while doctoral candidates had a slight decrease (41 to 40).

Of the total enrolment, female learners comprised 73% compared to the 72.4% in 2007. The total designated (excluding white females) undergraduate enrolments increased to 62% from the 59.8% in 2007. Of these, African enrolments increased by 3.5%, from 1 065 to 1 103 in 2008. First time entering undergraduate enrolments increased by 1%, reversing the negative trend experienced in 2007.

Total undergraduate success rates were better than the University target of 78%, although there has been a slight decrease to 83.3% from the 83.6% achieved in 2007. The total "vocational type" success rates decreased from 87.3% in 2007 to 85.4% in 2008, while the total "university type" success rates increased to 80.8% from the 79% achieved in 2007. This is higher than the 80% achieved in 2006. Intervention strategies to address areas where success rates and throughput are not meeting set targets are implemented and monitored on an ongoing basis.

During 2008, a total of 709 qualifications were awarded, including 43 master's and 3 doctoral qualifications (26 and 4 respectively in 2007).

The Faculty continually strives to meet equity targets where possible. Of the academic support staff, 63.4% (52.5% in 2007) are from designated groupings.

Of the 96 fulltime academic employees, 35.3% (29.9% in 2006; 34% in 2007) are from designated groupings and made up as follows:

- African – 12.5% female and 2.3% male;
- Coloured – 5.3% female and 2.3% male; and
- Indian – 6.8% female and 5.7% male.

In terms of research output there has been a slight decrease in the number of accredited publications. The Faculty had accredited publications accepted in the reporting year with a unit value of 40.0 (final audited figures still outstanding). This reflects a decrease of two units (excluding the contribution of the special journal hosted by Sport and Movement Studies during 2007), but four units short of the Faculty target of 44 units for 2008. 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 number of international and national conferences, many as invited and plenary session speakers. External funding for research activities was obtained from the EU, British Council, NRF, MRC, CSIR, WRC and the World Health Organisation. For the first time, funding was also accessed from the ESASTAP by Prof M Dutton, who is Director for the Food, Environment and Health Research Unit.

The two previous TWR departments, Emergency Medical Care and Radiography, who had their first accredited publications accepted during 2007, again achieved this success during 2008.

Prof M Chabeli (Department of Nursing) was awarded a rating by the NRF which increased the number of rated researchers in the Faculty to eight. She is the first designated female staff member in the Faculty to obtain a NRF rating. Prof Rubin (Department of Optometry) retained his C2 rating while Prof C Burnett (Department of Sport and Movement Studies) improved her rating from a C2 to a B3. The Faculty now has rated researchers in all three categories.

Both the research centres in the Faculty (Water and Health Research Centre and Laser Research Centre) contributed to the strategic initiatives of the University and the Faculty. The Laser Research Centre, together with the Faculty, hosted an international conference (World Association for Laser Therapy), the first of its kind ever to be held on the African continent.

Two successful public lectures were also hosted during 2008, both with international speakers, while the Faculty hosted a number of international and national visitors.

Regarding staff qualifications, 66% of staff now has a master's qualification compared with 59% in 2005 and 64% in 2007. Of these, 23% also have a doctoral qualification. The Faculty target remains for 80% of staff members to have a minimum of a master's qualification by the start of the 2011 academic year. During 2008 eleven staff members were registered for master's qualifications while nine was registered for doctoral qualifications.

Quality assurance remains a key priority within the Faculty. Improvement plans are continuously assessed and all regulatory requirements are complied with. The Faculty also addressed strategies to ensure adherence to requirements stipulated by the HEQC for the 2009 institutional audit.

Sustainable community engagement activities remain an integral part of the Faculty's pursuits. Services included free and subsidised screening for indigent and community members at different clinics, while research and developmental work was done with the City of Johannesburg and the Medical Research Council under the auspices of the World Health Organisation Collaborating Centre for Urban Health.

A total of 18 227 patients were seen by students in all clinics (including satellite clinics) as part of their clinical training.

The following achievements and other activities warrant special mention:

- Dr Stoyco Stoev from the University of Thracian, Bulgaria, commenced his second year with the Faculty as the first Madam Curie Travelling Scholar to visit the African continent.
- Prof Bill Harris has been honoured with the Vice-Chancellor's Distinguished Award for Outstanding Researcher.
- Prof Mike Dutton was appointed by the ESASTAP to lead the international "Biotracer" project.
- Prof M Poggenpoel played a leading role in arranging a workshop on mixed method research methodologies, facilitated by Prof Creswell from the USA, an internationally recognised expert on the topic.
- Dr Gower was invited by Heel GmbH (Germany) to participate in a medical conference in Germany.
- Ms J Motto was elected as the regional coordinator for Education in Africa for the International Society of Radiographers and Radiological Technologists.
- Prof A Swart, a founder member of the South African Committee of Health Science Deans, was also elected to the Steering Committee.
- Faculty members participated in an HIV/AIDS project together with the University of London on evidence based decision-making for HIV prevention.
- Ms E Swanepoel was elected as the Council Honorary Secretary for the Anatomical Society of South Africa.
- Ms D Muhlbauer was appointed as a moderator by the HPCSA, and together with Mr Lambert, appointed by the relevant Professional Board to design the scope and protocols for the Emergency Medical Technician qualification.
- Profs Abrahamse, Harris and Burnett were again the significant contributors to the accredited research output of the Faculty.
- The Faculty hosted its student awards ceremony for academic excellence at the Johannesburg Country Club.
- The Faculty had representation on every regulatory body related to the courses being offered.

Some areas requiring attention include the following:

- the physical facilities at DFC; although some work commenced during 2008;
- the declining patient base at DFC; resulting from the access problems associated with surrounding road works;
- finalisation of the campus development and consolidation plans; and
- administrative support staff in the Dean's office and Faculty administration.

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

André Swart (Prof)

Executive Dean: Faculty of Health Sciences

FACULTY OF HUMANITIES

Faculty structure

Prior to 2008, the structure of the Faculty was relatively flat: nineteen academic departments and four research centres all reporting to one Dean. The merger affected the Faculty of Humanities only minimally (by means of the addition of one additional department: Applied Communicative Skills). In 2008, much attention was given to various new models of faculty structure. The model which was finally accepted by the Board of Faculty and Senate is a 'mixed' model, in that Schools have been instituted only in areas in which they are necessary and appropriate. In the case of the Language Departments, the small size of the operations and the need for collective strategy resulted in the creation of a School of Languages, with the retention of academic departments. In the case of Communications, the very large enrolment and the programme diversity resulted in the creation of a School of Communication. Departments within the School of Communication will be created once capacity is achieved. The remaining departments in the Humanities and Social Sciences have been left as separate functional units, as they are operating well in their present form. The resulting configuration, illustrated below, is now in operation, and early indications are that it is functioning well.

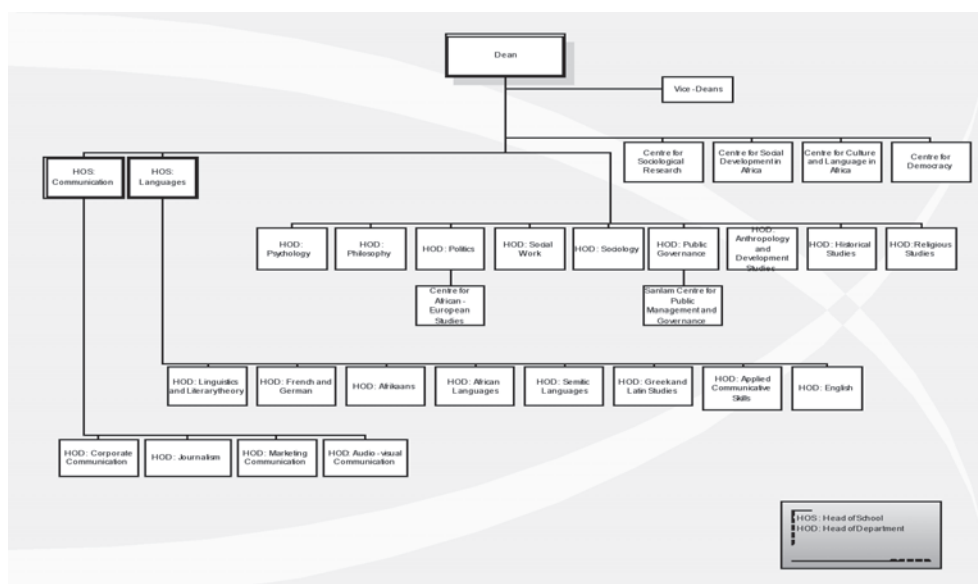


Figure 1: Faculty Structure – Humanities

Faculty committee structure

The Humanities Committee structure was completed in 2008, and is likely to remain more or less unaltered for some time. It is an elaborate structure, and appropriately so, in order to ensure a high degree of collegial decision-making in the Faculty.

Key appointments

In terms of key appointments, and adding to the intellectual profile of the Faculty, 2008 was a good year. At professorial level, the following appointments were made:

- Prof Sakhela Buhlungu (Sociology)
- Prof Fanie Cloete (Public Governance)
- Prof Nina de Klerk (Communication)
- Prof Steven Friedman (Centre for Democracy)
- Prof Zelda Knight (Psychology)
- Prof Chris Landsberg (Politics)
- Prof D Scott MacNab (English)

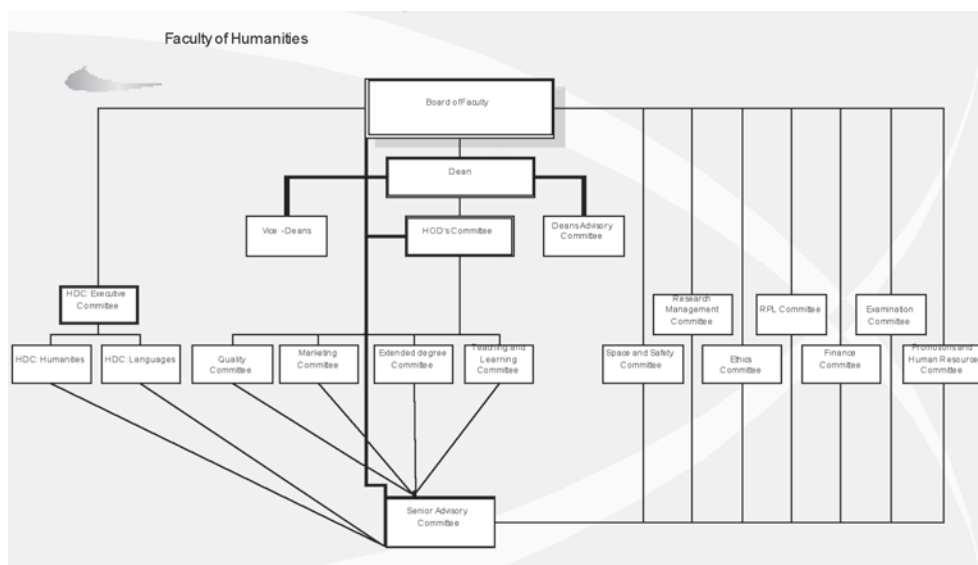


Figure 2: Faculty Committee Structure – Humanities

- Prof David Moore (Development Studies)
- Prof Chris Stones (Psychology)
- Prof Jean Trichaardt (Social Work).

At the level of Senior Lecturer/Senior Researcher, the following appointments were made:

- Dr Ashwin Desai (Centre for Sociological Research)
- Dr Leila Kajee (Applied Communicative Skills)
- Dr Marian Seedat Khan (Sociology)
- Dr Lephophotho Mashike (Sociology)
- Dr Yoon Park (Centre for Sociological Research).

This cohort adds dramatically to the Faculty profile. Further high-profile appointments will be made in 2009.

Teaching and learning

The Humanities Teaching and Learning Committee, with Prof Emma Ruttkamp as Chair, had a most productive 2008. The Humanities Teaching and Learning policy was completed in 2007, and implementation began in 2008, particularly with regard to the Assessment Policy, the Faculty Tutor system (including tutor training), the postgraduate coursework components, quality control of postgraduate examination, and preparation for the First-year Experience Project.

The Humanities Tutor system is an important component of an enhanced learning experience for all undergraduate students. The pedagogical importance of small-group interaction is considerable, and there are strong indications that this will increase retention and throughput. However, an effective and widespread tutor system is costly. While some provision will be made for this in the Humanities budget, stronger central provision would be welcomed.

The Faculty upgraded twelve of its departmental seminar rooms towards the end of 2008 and early 2009. Old chairs and tables were replaced with good quality oak veneer tables and sturdy chairs. Projectors and screens were fitted to all venues.

Throughput rates Faculty of Humanities

Output in terms of accredited articles has risen by 17%, which is satisfactory, but not delightful. Various strong initiatives to increase output are underway. These include:

- Incentives for NRF rated researchers
- Encouragement to apply for rating
- Discussions with low-productivity researchers, leading to detailed, managed, research plans

- Research fellows and research associates
- Postdoctoral fellows (a record of ten for 2009)
- Research centres reaching capacity
- Article subsidy up to R35k for researcher
- R10k 'seed' money for each researcher in the faculty
- Focus on the importance of international publication.

These incentives and initiatives will continue to produce a steady, and steadily-upward, stream of outputs. What is pleasing about the statistics is the 138% increase in ISI and IBSS publications, which indicates strong growth in international acceptance and exposure of our research. In addition, four books and 24 book chapters will be submitted for subsidy.

Strategies to increase postgraduate student numbers and retain good students for postgraduate studies included 25 merit bursaries of R10 000 each for good third year students to do Honours in 2009, and a decision to make R500 000 available for merit bursaries for new MA and doctoral students in 2009. Two workshops by Prof Johann Mouton on postgraduate supervision were attended by a total of 30 lecturers.

Table 17: Throughput rates Faculty of Humanities

2007				2008		
Qualification type	Enrolments	Graduates	Throughput	Enrolments	Graduates	Throughput
National Diploma	391	32	8%	512	27	5%
Bachelor's Degree	3 762	764	20%	4 243	816	19%
Honours Degree	409	278	68%	375	230	61%

Table 18: Success rates Faculty of Humanities

Programme	2007	2008
Diploma – extended modules	70.5	68.9%
Diploma – modules	78.3	79.4%
BA programmes	81.5	77%
BA Honours	89.8%	89.2%
Master's (Coursework)	56.7%	66.8%
Master's (Research)	30%	31.5%
Doctorate	41.7	26.8%

Table 19: Research output Faculty of Humanities

Year	SA	International	Total	% Increase International	% Increase Total
2007	76.5	19.25	95.75	—	—
2008	66.32	45.83	112.15	138%	17%

Research village

The Humanities Research Village has become a reality, after two years of planning and renovation. The Village consists of six houses on APB, restored to resemble their 1940s charm (facetiously described as art deco-industrial). The Centre for Sociological Research occupies three houses, the Centre for Social Development in Africa occupies two houses, and the Centre for the Study of Culture and Language occupies one house. The atmosphere of the Village is quiet and studious: a perfect setting for research production and a project of which the Faculty and the MEC can be proud.

Faculty seminars

Interdisciplinary, topical seminars, open to all members of the UJ community and to the public, form an important part of intellectual life. The annual Helen Joseph memorial lecture was held on 28 October 2008. The keynote speaker was Prof Kader Asmal and the theme was 'Law, Morality and Ethics in Public Life in South Africa.' The lecture was a great success with 110 people attending. The Humanities Seminar Series hosted six speakers in 2008, including Professor John Higgins, Honorary Professor of the Humanities, the international historian Professor David Thelan and Thokozani Khupe, Vice-President of the Zimbabwean MDC. The Sociology and Anthropology Seminar Series hosted 28 seminars, and many other departments hosted single seminars.

Service excellence

Deans serve Management, and they also serve their Boards of Faculty. One of the potentially neglected jobs of a dean is to provide excellence in service to academic staff.



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 that traditionally has had a huge output. Historically, the turnover in respect of academic staff has been very small. Having had fewer than 40 permanent academic staff members at the beginning of 2008, the resignation of five of them during 2008 and the retirement of three more have been extraordinary events in the history of the Faculty.

In 2008 the Faculty had 14 full-time professors, three associate professors, ten senior lectures and seven lecturers spread over five departments. Seven more lecturers were appointed on a contract basis, resulting in the employment of 42 full-time lecturers. All professors and associate professors had doctorates, all the senior lecturers held master's degrees and all but six lecturers had master's degrees. A total of 35 non-academic members of staff rendered support services in the five academic departments, the law clinic, the Faculty's extracurricular division and the Centre of International Comparative Labour and Social Security Law (CICLASS). Of the total staff complement, 64% were white, 21% African, 6% coloured, 5% Indian and 4% 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 two in the service modules. The staff development programme in 2009 will focus on empowering permanent academic members of staff to develop their research skills, for which a formal programme has been put in place.

A total of 1 478 students were registered for the Faculty's undergraduate and postgraduate programmes in 2008, of whom 49% were white and 51% black. In the master's studies, 64% of the students were African. For several years now, the majority of students in the Faculty has been female and the percentage of female students increased further in 2008 to 63%. Although lower than in 2007, the upward trend in respect of the success rate continued in the undergraduate programmes, with the success rate being 76,6% in 2008. A total of 342 undergraduate degrees were conferred in 2008. Of registered students, 7,4% were postgraduate students. No doctoral degrees were conferred in 2008, whilst 15 students were registered for such degrees. There were 94 students registered for master's studies, and 25 master's degrees were conferred. The planned introduction of an LLM (Mercantile Law) and the reintroduction of the LLM (Corporate Law) over the period 2010 to 2012 is 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 1 478 students referred to above, but to students in other faculties for which the Faculty presents service modules up to third-year (exit) level. In 2008, the Faculty presented 37 such modules and the total number of students registered for them were 9 326. As from 2009 approximately half of the Faculty's academic staff present lectures exclusively in these modules.

In 2008, the Faculty presented 20 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. These programmes provide members of the public, post graduate 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. In 2008, the enrolment for these programmes were 2 045 students. Several of the programmes are presented in two year cycles. In total 1 416 students completed the programmes they registered for in 2008, meaning a ratio of nearly 70% between the students registered for the programmes and qualifications awarded. Of the students registered for the programmes 57% were male and 82% were black. The programmes drew students from several African countries, mostly from the SADC region, but also from countries as far afield as the Sudan, the Democratic Republic of the Congo and Tanzania. The programmes generated an income of R13,1 million which resulted in a net surplus to the Faculty of R1,66 million. However, R800 000 to R1 million thereof is earmarked 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 have active agreements with the Legal Education and Development (L.E.A.D.) 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 coordinating and presenting L.E.A.D. 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 36.1 in 2008. At least one completely new book that was published in 2008 should earn a subsidy in terms of the guidelines of the Department of Education. Two additional books co-authored by members of the Faculty may also prove to qualify for subsidy. Members of the Faculty have been responsible for several other publications. These include eight articles in non-accredited journals, the publication of new editions of two books, and the updating of five chapters in existing (particularly loose leaf) publications. The 36 chapters which were contributed to completely new books by members of the Faculty is something of a record. Faculty members presented more than 80 papers at conferences, symposia, workshops and the like, 25 of which on the international stage in North and South America, Europe, the Asian subcontinent, Australia and the rest of Africa. R2,94 million was spent on research-related activities, and the research income was R2,24 million. The shortfall came from Faculty reserve funds.

At the beginning of 2008, the Faculty had six research centres. The resignation of its director brought about the end of the activities of the Centre for the Study of Economic Crime. The director of the CICLASS also resigned at the end of 2008, meaning that the centre will very much have to be rebuilt as from 2009. The other four active centres are the Institute for Private International Law in Africa, the Centre for Banking Law, the Centre of the Study of International Law in Africa and the Centre for Sports Law. 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.

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. However, during its first meeting of 2009, the Faculty Board appointed a task team to make recommendations to it on the formation of dedicated subcommittees of the Faculty Board, particularly ones dealing with teaching and learning, quality, higher degrees and research. At the end of 2008, the Faculty Board re-established a Finance Committee for the Faculty.

In 2008, a marketing co-ordinator was appointed who has already made considerable progress in marketing the programmes of the Faculty and creating a brand for it.

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 supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty and the continuous improvement of the law library.

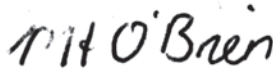
The risks posed to the Faculty all mainly stem from the fact that fewer than 20 permanent academic members of staff are actively involved in the core functions of the Faculty apart from teaching and learning. This means that losing one such member has a huge impact on functions like research, community 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 the Doornfontein campus, the Kingsway campus and the Central Divorce Court in Johannesburg. The Doornfontein clinic was only established in January 2008, when the clinic formerly located in Wynberg was moved there. As it takes time to establish a new clinic, the 2 487 consultations held at these clinics in 2008 were fewer than in 2007 (3 258). The clinic rendered a valuable community service and students received practical training at the same time.

Members of the academic staff engage continuously with its 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 presentation of updates to senior and regional magistrates in the Gauteng city regions and elsewhere, as well as the training presented to persons involved elsewhere in Africa on the drafting of legislation, where training courses were offered in, amongst others, Nairobi.

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 which has recently been included on an internationally acknowledged leading list of accredited journals (in the *Social Sciences Citation Index* (SSCI) under the auspices of Thomson-Reuters in the USA). 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 857 pages in 2008. Although it provides the opportunity for members of the Faculty to publish, provided that the proposed contribution meets stringent vetting requirements, more than two-thirds of the contributions have their origin from outside the Faculty. 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 textbook on South African law contains numerous references to and citations of contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications. The aforesaid is clear proof of the very significant "footprint" or impact of this journal.



Patrick O'Brien (Prof)

Executive Dean: Faculty of Law

FACULTY OF MANAGEMENT

Faculty strategic plan

The vision of the Faculty is one of excellence in management scholarship that pursues exciting new frontiers of knowledge and develops innovative, socially responsible leaders relevant to a global, interconnected market. We realise our vision by attracting and developing a Faculty and students with high potential who will pursue innovative managerial and leadership practices suited to a dynamic business environment through quality teaching and research; development of appropriate skills; collaboration with our stakeholders; providing a trusting and empowering environment for students and staff; and creating globally significant thought leadership.

The vision and mission needs to be realised by the nine academic departments of the Faculty. In 2008 the Faculty succeeded in creating a high level of visibility through marketing initiatives, research output and community engagement through SIFE. With regard to teaching and learning a lot has been done to increase throughput and the success rate of students. Tutoring of at risk students and modules have been attended to with a limited budget. Great strides have been made in increasing the research output. However, internationally accredited articles need more attention. The Faculty has secured a number of alliances and valuable partnerships in 2008. In terms of intellectual capital, the Faculty has been in a position to retain staff and make a number of value-adding appointments. We have been working hard on the student experience in the Faculty. Not only are all queries dealt with satisfactorily, but with speed and efficiency. A culture of service has been vested in the Faculty, supported by all Departments. The number of students at the Soweto campus has increased and a Soweto profile plan has been drafted which will be pursued from 2010 onwards.

Strategic imperative: Niche campus – SOWETO

These imperatives include the following:

- 2009 – Managing out all Vista programmes
- Presently introducing Edulink / throughput and class attendance
- 2010 – Programme development – MPhil – Management: Leadership in Africa/link to PPL
- IKM in partnership with Public Governance to offer BA (Public Governance) SWC
- Extended Diplomas to be offered from 2010 (intake 45 per year)
- 2011 – Diplomas to follow
- For the time being these Extended Diplomas will be duplicated at APB and SWC – 2010.

Faculty profile: Academic and support staff

The Faculty has a total of 157 academic employees. There are five junior lecturers (3%), 65 lecturers (41%), 48 senior lecturers (31%), one assistant professor (1%), and 21 professors (13%). The non-academic employees number 86. Some 22 support staff members are active in the Faculty Office. The highest number of non-academic employees are located in three departments, namely Transport and Supply Chain Management (15), School of Tourism and Hospitality Management (14) and Industrial Psychology and People Management (13).

The equity profile of the Faculty staff is as follows:

- **Academic staff:** white males (51), white females (62), African males (17), African females (12), coloured males (1), coloured females (3), Indian males (4), and Indian females (7).
- **Contract and Temporary Academic staff:** white males (56), white females (42), African males (19), African females (6), coloured males (2), coloured females (0), Indian males (3) and Indian females (2).
- **Permanent non-academic support staff:** white males (5), white females (36), African males (9), African females (21), coloured males (0), coloured females (9), Indian males (0), and Indian females (6).

The equity profile of new appointments in 2008 reveals the following:

Of the 24 new appointments, 16 were contract appointments. Three African females and eight African males were appointed. One coloured male and one coloured female were appointed. Two Indians were appointed, one male and one female. Ten appointments of whites took place – seven were female and three male.

In terms of qualification levels, there are 55 staff members with master's and 43 with doctorate degrees. As far as part-time and contract staff are concerned, 28 have master's and 15 have doctorates.

A number of achievements of academic and non-academic employees were listed. Some 25 staff members were listed and achievements ranged from presenting the best paper at a conference to being nominated to the editorial board of a journal. Some senior staff members were appointed to the boards of professional or academic bodies or their names were incorporated in the Who's Who in the world 2007/2008. Others again, obtained master's and doctorates or obtained professional IT certification. One colleague obtained NRF rating (Prof G de Bruin) and one had his rating renewed (Prof G Roodt). Prof LJ van Vuuren received recognition for the launch of the *African Journal of Business Ethics* and applied successfully for international accreditation of the journal.

Academic programme

In 2008, headcount enrolments segmented by race group were as follows:

Of the first-time entering *undergraduates*, 1 790 were African, 90 were coloured, 107 Indian and 342 white. In the undergraduate diplomas and certificates 4 133 students were African, 151 were coloured, 106 Indian and 264 white. As far as undergraduate degrees are concerned, 1 978 were African, 133 coloured, 290 Indian and 1 071 white. Of all undergraduates, 6 111 were African, 284 coloured, 396 Indian and 1 335 white. *Master's students* consisted of 131 Africans, 20 coloureds, 19 Indians and 172 whites. *Doctoral student* enrolment consisted of 23 Africans, 8 coloureds, one Indian and 71 whites. Total postgraduate enrolment consisted of 353 Africans, 41 coloureds, 50 Indians and 429 whites. Total enrolment amounted to 9 001.

Success rates and throughput rates for undergraduate courses per programme were as reported below:

- Success rates for technikon-type programmes revealed the following pattern in 2008: African 76%, coloured 75%, Indian 79% and white 84%.
- Success rates for university-type programmes indicate a success rate of 74% for Africans, 72% for coloureds, 77% for Indians, and 80% for whites.

Success rates and throughput rates for postgraduate courses per programme were as reported below:

- As far as postgraduate programmes as a whole are concerned, Africans achieved a success rate of 57%, coloureds 59%, Indians 76% and whites 83%.

Graduation trends as recorded in March 2009 indicate that 443 candidates obtained national diplomas, eight postgraduate diplomas, 464 B-degrees, 66 honours, 63 masters, and five doctoral degrees.

Non-subsidised academic programmes

Eight departments presented 57 non-subsidised courses attended by some 3 666 participants. Some 675 participants were white, 224 were Indian, 224 were coloured and 2 543 were African. As far as the finances and viability of non-subsidised programmes go (there are 43 programmes reported on here), total enrolment amounted to 3 762, total income to R28 639 463, total expenditure to R19 662 593 and the overall profit was R8 976 870.

Agreements and partnerships

In all, 11 partnerships are reported on, differing in maturity and targeting outcomes such as publication generation, conference presentations, student and lecturer exchange, as well as collaboration in research.

Research

This section will provide an overview of overall output and provide the subsidy units being applied for in the DoE submission of 2009 (2008 research output).

2008 publication subsidy units applied for in DoE submission 2009

The claims are tentative claims at this point. As far as articles are concerned, claims were submitted for 7.5 ISI units, 2.0 IBSS units, and 20.16 DoE units. The claim for books/book chapters is 0.17 units and for proceedings 24.07 units, bringing the total claim to 53.9 units.

Table 20: Overview of research output Faculty of Management

Output	Subsidised	Non-subsidised
Books and Chapters in Books	56	61
Articles: Accredited Journals	66	23
Accredited Conference Proceedings	50	30
Total	172	104

RESEARCH UNITS

Centre for Information and Knowledge Management

The Centre for Information and Knowledge Management is a key role-player in the pursuit of research in the utilisation, management and conservation of information and knowledge. The Centre shared best practices with fellow institutions across the country, continent and world. Six foreign academics visited the Centre and to maintain links to academics and institutions internationally, four institutions were visited. Staff members attended six international conferences. In this way the Centre facilitates knowledge transfer to benefit regional, national and international bodies. A staff member was elected as Africa's representative on the Young Scientists Forum Team of the UN GAID Community of Expertise on Enhancing Access to and Application of Scientific Data in Developing Countries (eSDDC). The staff member is also on the CODATA task team, to present South Africa's vision at the 2010 CODATA International Conference that will be held in South Africa. In collaboration with industry, four seminars were organised as well as the 8th Annual Information and Knowledge Management Conference on 14 November 2008. The conference was attended by 85 delegates from universities and industry. The Centre published four issues of the electronic DOE accredited journal, *South African Journal of Information Management*, in 2008. This journal is an open source journal (freely available) to 1 044 subscribers from 195 countries. The Centre has conducted a wide range of research into information management, knowledge management, the knowledge economy and competitive intelligence. During 2008, seven articles were published in accredited journals, one chapter in a book and three articles were accepted for publication in 2009. Another eleven articles were submitted to accredited journals awaiting results. Research results were distributed by the presentation of five papers at national conferences and nine papers at international conferences. Three issues of the electronic newsletter *The Inside Info* was sent to 5 380 people in 20 countries.

Centre for Work Performance

As far as student intake is concerned in 2008, for Human Resource Management 82 master's students and 68 doctoral students enrolled (total = 150). In Industrial Psychology, 53 master's students and 10 doctoral students enrolled (total = 63). In all then, the student intake was 213 students. Twelve master's and 12 doctoral students graduated in Human Resource Management and eight master's students graduated in Industrial Psychology, a total 32 students.

There was a considerable research output in the Centre. Some 34 accredited journal articles were published, 33 nationally and 1 internationally. Seven books and 42 chapters in books appeared. Some 18 articles were published in non-accredited journal articles. Some 45 papers were presented, 24 nationally and 21 internationally. Nineteen conferences were attended, 9 national and 10 international. Seven conferences were organised.

Department for Transport and Supply Chain Management

The Department of Transport and Supply Chain Management was established in 1968 and is widely recognised for its education, training and research in the fields of transport economics, logistics and supply chain management. The Institute of Transport and Logistics Studies (Africa) was created within the Department of Transport and Supply Chain Management in response to industry's need for independent, unbiased, relevant and up-to-date research. ITLS (Africa) has partnered with the Institute of Transport and Logistics Studies at the University of Sydney, as part of a plan to enhance collaboration between the universities, advance information sharing and dissemination and build research ties.

ITLS (Africa) has, at its core, the skills, experience and network as well as a long history of providing research excellence to both the public and private sectors, in topics ranging from policy and government strategy to various customised transport solutions in all modes of transport. Specialised training courses in 2008 were offered to the South African Post Office, Transnet Freight Rail (TFR), and a joint course was offered with University of Liege, Belgium and the Transport SETA. Some 16 students are studying for the master's, and seven students are busy with doctoral studies.

The ITLS (Africa) is busy with a number of commissioned research projects. Prominent current projects include:

- an economic impact study of the OR Tambo International Airport (ORTIA);
- an econometric forecast study for passenger, air traffic and freight volume growth for the SA aviation sector; and
- a staff transport study for ESKOM.

A number of in-house research projects are also being undertaken:

- a logistics outsourcing survey in the manufacturing industry;
- a redesign of the road freight data base to provide a macro view on industry figures; and
- scenario planning for the transport sector.

Although not yet a fully-fledged research centre, the Centre for Small Business Development (CSBD) will be dealt with here.

Centre for Small Business Development (CSBD)

The objectives for 2008 for the Centre were to:

- offer SMME training programmes in very small enterprises for hair salon owners; taxi owners; owners of Bed and Breakfasts; tavern owners; and NGOs;
- carry out research on various aspects of the economy of Soweto for specific clients; and to offer
- programmes for the unemployed youth in line with the country's efforts to fight against poverty.

The highlight of the activities on the campus was the launch on 22 September 2008 by Professor Ihron Rensburg and the Executive Mayor of Johannesburg, Amos Masondo. This ignited activity and was followed by a public debate by Monhla Hlahla and Jimmy Manyi. Before the launch Professor Wiseman Nkuhlu made a public address. These events created a lot of goodwill on which the CSBD can capitalise.

The CSBD partnered with the Soweto Campus Director and Campus Marketing officer, Dr Joe Manyaka and Mr Tshidiso Konese respectively, to host a number of public debates. The first was by Professor Wiseman Nkuhlu, followed by Ms Monhla Hlahla of ACSA, Mr Jimmy Manyi of the Black Management Forum and the Chairperson of the Employment Equity Commission located in the Department of Labour.

A taxi workshop for Soweto business with the UJ Department of Finance (Prof Isaac Obeng) is being discussed and SARS will be asked to participate. The funding of the debates is currently ad hoc, but a sponsor is being sought.

Two research projects worth R700 000.00 are currently underway funded by Gauteng Enterprise Propeller (GEP):

- Research on the profiles and the needs assessment of SMMEs and Cooperatives in Zola and Orlando.
- Research on the impact of shopping malls in Soweto.

The CSBD has made considerable progress with the provision of training. Training was presented to NGOs (12 participants), the taxi industry (40 participants), hair carers (18 participants), youth (the Mean Enterprise programme) (40 participants), and 65 participants at the Soweto festival.

The Research Office

The Faculty Research Committee (FRC) has the responsibility to provide funding support to researchers and to maintain and implement the Faculty Research and Higher Degrees Policy (Version 7 was approved on 29 October 2008).

As far as grants are concerned, R128 769 was made to researchers, R306 281 was given in support of international conference attendance by academics (subject to a peer-reviewed journal publication

emanating from the conference attendance), and R23 335 was granted to academics to attend local courses. The total for grants is therefore R458 385.

The *Faculty Higher Degrees Committee* (FHDC) manages and coordinates the whole postgraduate study environment. By the nature of the domain, the FHDC liaises closely with the academic departments and Faculty Administration. It also liaises with the Senate Higher Degrees Committee (SHDC) and with the Faculty Board (particularly in the case of master's studies and the approval of final results). It approves titles, supervisors and proposed external examiners for master's and doctorates, and reviews and approves all examination reports and results. Its major focus is quality promotion to ensure that due process has been applied and that high standards are maintained. Seven meetings were scheduled for 2008, namely on 8 January, 22 February, 11 April, 15 July, 1 August, 10 October and 3 December.

The Research Office coordinates the *Supervisor-linked bursary awards*. Some 12 master's degree and 8 doctoral bursaries were awarded.

The *Staff Paper Series* aimed at generating and improving research output continued in 2008. The programme commenced on 27 February 2008 and was completed on 17 September 2008. Some 14 presentations took place, and two editions of Management Insights (Volumes 3 and 4) were compiled, printed and disseminated in 2008.

Journals managed by the Faculty

The Faculty is responsible for the management of six research journals:

- *Acta Commercii* (DoE accredited), an annual on-line publication. Eighteen papers were published during 2008.
- *South African Journal of Transport and Supply Chain Management*, an annual on-line journal. Will seek DoE accreditation in 2010.
- *South African Journal of Industrial Psychology*, DoE accredited, 3 volumes p.a.
- *South African Journal of Human Resource Management*, DoE accredited, 3 volumes p.a.
- *South African Journal of Business Ethics*, IBSS and DoE accredited, 2 editions p.a. from 2009.
- *South African Journal of Information Management*, DoE accredited, on-line journal, 4 editions per annum.

FACULTY GOVERNANCE

Finance report

With regard to the efficiency and effectiveness, the Faculty has been able reduce a R16 m deficit to a deficit of R1,5 m. In the case of the STH-Operations, this drive has promoted its economic viability and it is running with a surplus of ±R1 m. The Faculty of Management had a saving of 12% on the 2008 budget. This was due to the increase in the Stocks and Services budget from R21 million (2007) to R23 million (2008) and the operating budgets of the various departments were carefully managed by the Chairs. The Faculty also generated an additional R59 million income through extracurricular courses, conferences and other income generating activities including R4.2 million generated through sales at the School of Tourism and Hospitality. Despite the increased salary bill the Faculty has maintained an excellent salary/income ratio. On the budget allocation the ratio remained the same at 72%. The same ratio applied to total income including subsidy is 38% (42% in 2007). The ratio on the extracurricular income was 28% (35% in 2007).

Quality management

The procedure for all academic requests is for documents to be submitted to the *Faculty Academic Committee* (FAC), then to the *Faculty Quality Committee* (FQC) and then to the Faculty Board. The committee met 5 times, the last being to accommodate the procedures for 2009. A number of Short Learning Programmes (SLPs) have been approved: fifteen SLPs were approved by the Faculty Board: nine non-credit bearing and six credit bearing. Staff are now complying with the submission dates as well as using the correct forms. The Committee worked through various policies to establish what impact these had on the Faculty. Work is in progress on developing a manual with the guidelines for the academic aspects. The Committee developed examiner and moderator forms to be used by all departments for examination paper controlling purposes.

The *Faculty Experiential Learning Committee* (FELC) met once a term and the representatives from each department have many positive inputs to make. Even the departments where Work Integrated Learning (WIL) is not a component contribute very well due to their growing interest in the concept. The meetings have been informative and lively. Experiences and ideas are exchanged. Mrs S Taylor, the Director of the Cooperative Education Unit (CPU) (now incorporated in PsyCaD), plays a pivotal role in keeping us up to date with aspects of WIL, issues such as insurance, international students, waiving of fees, career guidance workshops and the like. The idea is that all departments introduce some form of work readiness in 2009 for final year students. Each department should also introduce or increase WIL in some format in at least one additional qualification in 2010.

Community engagement

Some 61 project initiatives were reported on. Some departments in the Faculty are involved in community engagement.

Commercial Unit – School of Tourism and Hospitality

The Commercial Unit had quite a difficult, but eventful year. Three of the four senior management positions (Unit Managers) were only filled during January / February 2008; and the fourth position (Head Chef Position) was only filled on the 1st of November 2008. One of the four middle management positions (Sous Chefs) is occupied by a short-term contract employee, and one position by a three-year, fixed-term contract employee. The relevant staff member is following a training program. Two Sous Chef positions are still vacant due to resignations.

The Commercial Unit took the responsibility to act as project manager for the upgrading of the Administration Block and other venues at the STH. The development and construction of Truffles Restaurant is still outstanding, notwithstanding several appeals for assistance from the relevant departments. This limited the capacity of the venue as a productive commercial unit. The development of Design Café is currently in progress. The Coffee Academy started with its training programs during April 2008. The Academy will be hosted in the new Design Café premises. The Commercial Unit was involved in the development of the kitchen and menu operations in the Council Chambers. The conference venues of the Council Chambers were opened during August 2008, and are set to become a successful venture.

In the last few months of the year the commercial unit hosted a large variety of functions ranging from meetings to conferences to lunches and dinners for a host of UJ faculties and departments, as well as a wide range of external companies. Internally arranged STH functions are also being well received. The Fine Food and Wine evenings have been fully booked most months together with Tuesday evening's 3rd year pro-cook events. The mini-buffet promotion we are hosting every Friday is also a roaring success with seats selling out fast.



Stephen Kruger (Prof)

Executive Dean: Faculty of Management

FACULTY OF SCIENCE

The commitment of the Faculty to the realisation of the vision, mission and strategic goals of the University and the Faculty is emphasised by the number and scope of the achievements by staff and students during 2008.

Notable events

Some notable events of 2008 included the following:

- Academy for Information Technology:
 - ~ Renewal of the accreditation from the British Computer Society (BCS) for the BSc IT and BSc Honours programme. The UJ is one of only ten universities outside the United Kingdom that holds such accreditation from the BCS.
 - ~ Prof Solms was elected as Fellow of the BCS.
- Botany and Plant Biotechnology:
 - ~ An exciting scientific breakthrough in the bar-coding of plants was achieved by colleagues in the Department of Botany and Plant Biotechnology under leadership of Dr 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. The UJ is the representative of Africa in this ambitious project.
 - ~ Prof Ben-Erik van Wyk and Dr Anna Moteetee received the Compton Prize for the best publication in the SA Journal of Botany.
- Biochemistry: Prof Ian Dubery, in collaboration with the analytical sciences group at the CSIR, was successful in the acquisition of a high performance liquid chromatograph coupled to a high definition ion mobility mass spectrometer.
- Chemistry:
 - ~ The first student has enrolled for the joint PhD programme in Chemistry with the reputable St Andrews University.
 - ~ Prof PP Coetzee has received the Merck Prize of the South African Chemical Institute for Best Publication in the South African Journal of Chemistry in Inorganic Chemistry over a 5 year period.
- Geology:
 - ~ The erection of an additional floor on the roof of C1 Lab in order to provide much needed additional office and laboratory space for Geology and Spectra.
 - ~ Pieter Fourie, an Honours student of Prof NJ Beukes, received the award from the Geological Society of South Africa as best Honours Student in Geology in South Africa.
 - ~ Dr H Rajesh received the Faculty of Science Research Award for the Lecturer/Senior Lecturer with the highest research output produced in the Faculty during 2008.
- Mathematics: Dr W Conradie received the UJ Vice-Chancellor's Prestigious Award for Most Promising Young Researcher in 2008.
- Physics:
 - ~ Prof HL Alberts received the UJ Alumni Dignitas award.
 - ~ Prof Strydom received the Faculty of Science Research Award for the Associate Professor/Professor with the highest research output produced in the Faculty during 2008.
 - ~ Recent investments into experimental facilities have resulted in Physics currently operating the only laboratory in Africa where physical properties of matter can be studied in experimental temperatures below 2 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. The facilities have been purchased through investments into the group of Prof AM Strydom by the German Research Society. Furthermore Physics has one the world's nine installations where magnetic properties of matter can be studied below 2 K due to recent investments from both the SA National Research Foundation and the Central Research Committee of the UJ. These facilities resulted in Physics being uniquely disposed towards establishing a Centre for Research in Condensed Matter Physics to lead Africa in research of fundamental properties of condensed matter.

Staff

During 2008, staff of the Faculty of Science was housed on three campuses of the University. By the end of 2008, when the pipeline students at SWC completed their programmes, staff of SWC was transferred to APK and DFC.

The table below depicts the staff distribution per campus in 2008. Support staff comprises technical and administrative staff and represents 27% of the staff complement.

Table 21: Staff distribution per campus Faculty of Science

	2008	APK	DFC	SWC	Total
Academic (204)	Permanent	95	43	3	141
	Non-permanent	30	31	2	63
Support (74)	Permanent	45	13	0	58
	Non-permanent	13	3	0	16
	Total	183	90	5	278

With respect to the permanent academic staff complement, the Faculty shows a remarkable improvement in its qualification profile. This trend will further improve in due course as many more staff members were engaged in further study during 2008 and scholarship development was actively pursued. Several staff members improved their research profile through involvement in research activities under mentorship of established researchers.

The race profile of permanent academic staff has remained fairly constant over the last four years whereas the gender profile shows a decrease in female staff. The table below provides the comparison in terms of permanent academic staff:

Table 22: Gender profile and total of masters' qualification Faculty of Science

Profile	2005	2006	2007	2008
Master's Qualification	83%	85%	85%	91.5%
Female	36%	38%	39.6%	34%
Black	25%	26%	26%	26%

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 2008. Amongst others, the following academic issues were discussed extensively during 2008: timetable and tuition time, Afrikaans as language of teaching, retention of students to honours programmes, recruitment of quality students; and the institutional audit.
- Enrolment figures of formal contact students per campus are indicated in the table below. The number of formal contact student enrolments in 2008 represents a decrease of 4.7% from 2007. The decline is mainly due to the phasing out of Science programmes at SWC (last intake was in 2004) as well as the phasing out of the National Diploma in Geology at DFC (last intake was in 2005). The shrinking of the pool of prospective learners (the percentage of learners with a pass (E-symbol) or equivalent level in HG Mathematics and Physical science has continuously declined over the past few years). An increase in the number of non-returning senior students (due to financial circumstances). It is encouraging that first time entering undergraduate enrolment has increased by 17.7% from 2007 and 17.2% from 2006 – especially given the higher admission criteria that the Faculty introduced in 2006. Postgraduate enrolment is 20%. Master's and Doctoral students now make up 61% of the total number of postgraduate students. The race profile has steadily improved: 73% of undergraduate students are black (in comparison with 68% in 2007 and 64% in 2006); 38% of postgraduate students are black (in comparison with 36% in 2007 and 33% in 2006). The gender profile has also steadily improved: 49.1% of undergraduate students are female (in comparison with 47.6% in 2007 and 45%

in 2006). The average success rate in undergraduate programmes has improved and is now 75.4% (in comparison with 73% in 2007 and 67.4% in 2006). The throughput and success rates in some modules are not satisfactory. It is expected that the initiatives implemented such as the First Year Academy, increased tutoring, etc. will yield the expected improvements. Bridging and 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, Environmental Management and Energy Studies.

Research

- The total subsidised publication output of 105.02 units in 2008 is the highest ever in the Faculty. It is 25.27 units higher than the output in 2007, representing an increase of approximately 32%.
- Research activities of the Faculty are illustrated by the following measurable outputs:
 - 90.67 units in accredited journals (i.e. an increase of 36% compared to 2007).
 - 9.69 units in peer reviewed conference proceedings (2.88 units in 2007).
 - 4.86 units in peer reviewed professional books (10.33 units in 2007).
- Training of M and D-students. In comparison with 2006 and 2007, 2008 represents a steady increase in both categories as there were 63 M-graduates and 17 D-graduates at the graduation ceremonies in 2008 (in comparison with 54 M-graduates and 10 D-graduates in 2007; 47 M-graduates and 10 D-graduates in 2006).
- Participation in 145 research projects.
- 168 contributions at national events; that is conferences, universities, workshops and other research institutions.
- 99 contributions at international events.
- 35 symposia/colloquia/conferences organised by staff/postgraduate students of which 18 were at international level.
- 64 foreign research workers visited the Faculty for research purposes in 2008.
- 28 research-orientated visits were made abroad.
- The number of NRF rated staff in 2008 is 32 – two more than in 2007. Also the overall NRF profile of the Faculty improved during 2008. All staff members that were rated during 2008 either retained or improved their rating.
- The funding for research during 2008 is summarised as follows:
 - External sources: R26 million, i.e. 68% of total research funding (bursaries included) of ±R38 million.
 - Financial support for M and D-students in the form of bursaries is as follows: External sources: 60% (±R2.3 million) of total M and D bursaries (±R3.9 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 functions of the Faculty related to teaching, research and community engagement. These committees report to the Dean's Committee and the Faculty Board for effective governance. The portfolio of the Vice-Dean added to the effective managing of the Faculty.

Community engagement and social impact

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

A large number of staff was involved in public presentations and discussions – ranging from radio and TV interviews to participation in scientific quizzes. Ninety popular and other public presentations were given. All these activities enhanced the impact of the Faculty. The three main public lectures presented in 2008 were:

- Impact of Global Warming on Food Security in South Africa – presented by Prof T Harmse.
- Medicinal Plants – presented by Prof BE van Wyk.
- Big Bang Discovery Machine – presented by Prof S Connell.

Challenges of 2008

- 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 Faculty's initiatives in this regard will need to be strengthened in 2009.
- The lack of physical and human capacity in certain areas (not only in the Faculty of Science), impacts negatively 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 fact that school-leavers are generally inadequately equipped to cope with the demands of science at tertiary level, impacts heavily on our pool of potential students as well as on our throughput and retention rates. Relatively poorer results in Physical Science and the alleged inflated levels in Mathematics from the 2008 National Senior Certificate examinations might lead to an undesirable throughput rate in the Faculty in 2009. These state-of-affairs are exerting extra pressure on Faculty's teaching environment. In view of the national imperatives to increase the number of science graduates, the Faculty offers bridging courses in Mathematics and Physical Science. However, in many cases these initiatives are not sufficient to address the deficiencies of several years.

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 in 2009 on the following:

We will energise, enhance, and elevate:

- 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; and
- the research profile and impact of the Faculty.



Kinta Burger (Prof)

Executive Dean: Faculty of Science

INSTITUTIONAL PLANNING AND QUALITY

Vision, mission and composition

The *Division for Institutional Planning and Quality Promotion* (DIPQP) was reconfigured in March 2008 and is the successor to the former *Office for Institutional Effectiveness* (OIE) that had existed since July 2004. The mission of the Division is expressed in the following statement: To lead (act as catalyst), promote (develop and empower) and facilitate *Institutional and Strategic Planning and Quality Promotion and Assurance* in support of increasing and sustaining the UJ effectiveness.

The Division functions under the leadership of *Prof Gerrie Jacobs* and reports to the Pro Vice-Chancellor. The Division consists of three interrelating Units, namely: the Unit for Quality Promotion; the Unit for Institutional and Strategic Planning; and the Quality Audit Office.

The Unit for Quality Promotion

Dr Anci du Toit is the acting Head of the Unit that is responsible for facilitating, supporting, promoting and coordinating quality-related matters. These matters include:

- self-evaluations and peer reviews of programmes, departments, faculties and development, service and support divisions;
- the UJ's quality promotion framework, i.e. the Quality Promotion Plan: 2010-2015, The Quality Promotion Policy and various guideline documents; and
- subsidised and non-subsidised programme and curriculum development.

The Unit for Institutional and Strategic Planning

Prof Neels Fourie is the Head of this Unit that is responsible for supporting institutional planning via institutional research. The outcomes of such research might be used for, *inter alia*, management decision support and measuring institutional performance purposes. The Unit also supports the various actions needed to accomplish the University's Strategic Plan. One mechanism used to achieve this, is the Institutional Dashboard that is being maintained by the Unit.

The Quality Audit Office

Prof Hester Geyser is the Head of this Office that was established on a temporary basis in January 2008. It will continue to operate until the end of 2009. The purpose of the Office is the facilitation, coordination and implementation of the approved *UJ Quality Audit Strategy: 2007-2010*, that entails the:

- development and institutional approval of the UJ's Self-evaluation Report (through various drafts);
- collection and management of all necessary substantiating documents; and
- management of all logistical arrangements for the two panel visits that are scheduled for February (a mock audit) and August 2009 (the real HEQC audit) respectively.

Highlights 2008

The following are regarded as the most prominent divisional highlights of 2008:

a) Quality Plan 2005-2008 Project

The UJ's first Quality Plan was concluded in 2008, with more than 3 400 programme modules that were reviewed by staff from the Unit for Quality Promotion in terms of curriculum coherence. The final report on the four-year project was presented to a national HEQC forum at the University of Zululand in October 2008. Institutional dividends of the project were, amongst others:

- a donor amount of approximately R360 000 that was evenly awarded to the nine faculties for quality promotion purposes over the past three years of the project;
- the national approval of the UJ's new Programme and Qualifications Mix (by the Department of Education);
- the initiation of an institutional research project (funded by the HEQC) on the perceived value and impact of the programme reviews; and
- healthy relationships that were established with the nine *Quality Coordinators* (one in each faculty), who fulfil an important quality awareness, promotion and assurance role.

b) Quality audit strategy

Five different *Audit Task Teams*, comprising approximately 80 staff members, actively contributed to the first draft of the UJ's Self-evaluation Report (SER). Four *Audit Working Groups*, responsible for overseeing audit awareness and communication, student quality literacy, the panel visits and the UJ's institutional profile respectively, were also in full audit preparation mode. Road shows (to create audit and quality awareness) were conducted to all deans' committees of the nine faculties, to eighteen service and support divisions, labour unions, the campus directors and groups of students (including the central SRC). The UJ's *Audit Steering Committee Executive* (with the Pro Vice-Chancellor as chair) had 25 planning and coordinating meetings during 2008. The numerous consultation sessions with different focus groups and stakeholders on all campuses led to the development of the second draft of the SER that will be utilised for a mock audit in February 2009.

c) The UJ's Strategic Plan and strategy management support

The Unit for Institutional and Strategic Planning contributed significantly to the refinement of the UJ's Strategic Plan, the goals of the plan, the key performance indicators (KPIs) per goal, and the "populating" of metrics per KPI during 2008. At the end of 2007, only 28.6% of the metrics were populated, but the percentage rose sharply to 76.1% by November 2008. The metrics were electronically "placed" on the so-called institutional dashboard, whilst a *strategic action plan* that is used to oversee planning progress (or the lack thereof) was also developed.

d) Conference participation and study tours

Several staff members of the Division participated in research-based conferences, study tours and seminars/workshops. During the visits, papers were either delivered, workshops facilitated at conferences or deliberations related to the portfolios of the Division took place with nationally and internationally renowned specialists. The following research-based conference contributions and study tours are regarded as noteworthy:

e) Possible MoU with Edge Hill University in the UK

DIPQP has a standing collegial relationship with its corresponding centres at the Edge Hill University (in Lancashire, United Kingdom) since 2006. In February and March 2008, Prof Mark Schofield, Prof Ian Robinson and Mr Tony Turjansky (all Edge Hill staff members), conducted a series of 25 capacity building sessions (18 workshops and seven seminars-cum-business lunches and dinners) at the UJ. More than 400 staff of the UJ (inclusive of several leaders on various levels, e.g. the Pro Vice-Chancellor, deans of faculties, a number of executive directors and heads of central support units, as well as the quality coordinators of all nine UJ faculties) participated in these sessions. Edge Hill University formally invited the UJ to pay them a return visit to investigate the possibility of a formal *Memorandum of Understanding* (MoU) between the two institutions. In September 2008 an Edge Hill study tour, involving a seven person UJ-delegation (including the Pro Vice-Chancellor), Prof Gerrie Jacobs (Chief Director of DIPQP), Prof Elizabeth de Kadt (Executive Director: Academic Development and Support) and the executive deans (or their representatives) from the Faculties of Science, Health Sciences, Humanities and Education) took place. Based on their comprehensive report, the MoU between the UJ and Edge Hill will be further investigated during 2009.

f) Longitudinal Research Project on an institutional quality ethos

In 2008, the third phase of a longitudinal research project (initiated in 1998 at the former RAU and since 2005 at the UJ) gained momentum. The first two project phases focused on quality promotion mechanisms applied by faculties (and especially the extent of change over the years) in six areas of academic practice. In the third phase of the project, the focus shifted towards a search for the elusive, context-specific indicators and co-determinants of an institutional quality ethos. The project participants, namely Prof Gerrie Jacobs (DIPQP), Dr Karina de Bruin (Faculty of Humanities) and Ms Melanie Jacobs (Faculty of Science), received three invitations during 2008 (one national and two international) to facilitate a workshop, based upon the initial findings of the third phase of their project. The workshop, entitled "*Quality promotion views and practices: an international search for indicators of a quality ethos in universities*", was thus facilitated on the following occasions:

- During the annual conference of the USA *National Consortium for Continuous Improvement* (NCCI) in July 2008 in Chicago.

- As the keynote session during a national workshop for merged HEIs, hosted by the *Higher Education Quality Committee* (HEQC) in Pretoria in mid-August 2008.
- As a seminar for academic and academic development staff from the *Edge Hill University* in the UK in mid-September 2008.

g) Study tour to the Universities of Central Florida and Georgia

During March and April 2008, *Prof Hester Geyser* and *Mrs Ina Pretorius* participated in a week-long capacity building seminar of the USA Association for Institutional Research. The seminar took place in Atlanta, Georgia and focused on institutional quality and assessment. They also conducted study tours to:

- the *University of Central Florida* in Orlando, where they met with Prof Paula Krist and Dr Pat Lancey (Centre for Operational Excellence and Assessment Support); and
- the *University of Georgia* in Athens, where they had bilateral meetings with Denise Gardner (Institutional Research Office), Allan Ayecock and David Jordan (both from the Office for Institutional Effectiveness).

The idea of a comprehensive institutional quality promotion strategy lead to the development of the UJ's proposed *Quality Plan: 2010-2015*.

Workshops and seminars

Staff of the Division facilitated 40 *external* and 56 *internal* workshops and seminars during 2008 in areas that relate to programme accreditation, review or development, quality promotion in service and support units, institutional quality audit awareness initiatives and strategy management support.

Research projects and grants

Research is one of the primary focuses of the Division and in 2008 staff initiated and/or finalised six formal conference papers and 22 research projects, all geared towards the portfolios of the Division or the University at large.

The Division also made a successful bid to obtain two competitive HEQC grants (to the value of nearly R180 000) in April 2008, in support of the execution of two institutional research projects. The two projects, respectively entitled: "*Defining university-wide graduate competencies*" and "*A post-graduate student experience survey*" are being conducted under the project leadership of Prof Neels Fourie. The Division hopes to complete both projects and to disseminate their findings before the end of 2009.



D van der Merwe (Prof)
Pro Vice-Chancellor

ADVANCEMENT

Strategic Plan

Restructuring of the Division was largely completed during the year under review. Five stand-alone sections were created: Marketing and Brand (including Institutional Events and Public Lectures); Communications (Internal, External, Publications and Web Services); Student Marketing (now to include postgraduate and international students as well as undergraduates); Strategic Partnerships (Community Engagement, Fundraising, Alumni Affairs); and Arts and Culture (Performance companies, Theatre and Gallery). Additionally, the Platform for Public Deliberation, run by Xolela Manchu, reports to the Executive Director: Advancement.

Internationalisation was disaggregated and removed from the Division with only the strategic component of Internationalisation reporting directly to the DVC, Research, Innovation and Advancement.

The vision of the Division is "to advance the strategic vision of the University". The mission is "to position UJ in the minds of its stakeholders to achieve the institution's vision, mission and strategic objectives".

The Division had the following five overarching strategic objectives for 2008:

a) *Build the UJ brand through effective brand, marketing, events and communications plans*

Research was conducted in October 2008 when the brand marketing campaign had almost completed its cycle and the feedback has been very positive.

~ **Brand Recall** (UJ in the eye and mind of its stakeholder audiences) came out at 38%. This is considered a very good recall. It was greatly influenced by the relatively limited budget (in branding terms) we had at our disposal for 2008.

~ **Brand Resonance** (the stakeholder audience is amenable to being associated with the brand) came out at 73.81% – an excellent result. (Of the 995 respondents, 106 were negative, 93 neutral and 796 positive.). The research showed that our brand marketing is working very effectively. However, there are other inhibiting factors that affect the full marketing process, such as administrative hiccups in the enrolment process.

b) *Build mutually beneficial relationships with key stakeholders*

~ Key collaborative agreements were signed that paved the way for future benefits for the institution.

~ A successful VC Round Table function was hosted for engineering and the built environment which led to collaboration and funds given.

~ An intimate dinner for the VC and industry role-players led to collaboration and funds for the UJ.

~ Alumni regional dinners (nationally and internationally) were held to build and maintain relationships with this stakeholder group.

~ A central database point has been established to record all partnership activities and funding criteria of potential CSI donors.

~ The Alumni Benefits Programme has been managed to increase Alumni memberships by 12% during 2008.

c) *Increase donor funding*

Donor funding increased from R1,7m in 2007 to R28m at year-end 2008.

d) *Market the UJ to targeted undergraduate, postgraduate and international students in line with strategic indicators*

Undergraduate Student Marketing:

~ A total of 206 presentations were delivered to Grade 12s, and 141 to Grade 11s. More than 60% of these were delivered to the UJ's top priority schools.

~ Contact was made with 224 Life Orientation teachers and 12 school principals.

~ The department participated in 111 career days and 10 parent evenings.

~ The department attended 44 National Career Exhibitions and conducted 9 on-campus tours.

~ An information pack was distributed to all learners at priority schools and school statistics were improved. This ensured that the UJ's target markets were reached in a more direct and personal manner.

Postgraduate and International student marketing:

~ Postgraduate and International student marketing was incorporated into Student Marketing in 2008 giving overall responsibility to the section for undergraduate, postgraduate and international student marketing. A new marketing strategy for each of these cohorts was approved by the MEC in 2008 for implementation in 2009.

e) *Position the UJ as a leader in Arts and Culture*

UJ Arts had a busy and exciting 2008. At the Bunting Road Campus Currents of Blackness celebrated 10 years of existence and was featured twice on SABC1. The UJ Dance Society took the top three positions in all competitions they participated in. Their pass rate for Ballroom and Latin/American exams was 97%, and one of the Debating teams reached the semi-finals in the national debating competition.

The Soweto Campus included performances by their Chorale, Poetry and Drama groups at the Human Rights Day celebration, the Comedy Showcase, Youth Celebration (16 June), World AIDS Day, Sedibeng Choir Festival, National Choir Festival, the Heritage celebration with a group from Botswana, as well as performances at the Arts and Culture Awards function.

At the Doornfontein Campus the Creative Writing Society held a successful workshop week, and the Jazei Dance Company took part in a number of performances.

The UJ Choir was invited to sing at the 8th World Choral Symposium in Denmark in July. On their way, they competed in two international choir competitions, in Pardubice, Czech Republic and in Miltenberg, southern Germany. They won the category for *Traditional Music* at both events and were also awarded second prize and a golden award for *Sacred Music* in Pardubice and two silver awards for other categories. In South Africa the choir sang at 40 concerts in Johannesburg, 12 Graduation Ceremonies and at a number of other events.

The UJ Art Gallery hosted seven major exhibitions during 2008 with most of the work devoted to corporate engagement on a national level. This included a collaboration with Art for Humanity entitled *look at me; A Decade of Collecting* with new acquisitions from the Sanlam Art Collection; a photographic exhibition by Peter Magubane, entitled *Rites of Passage*; the *MTN New Contemporaries Awards 2008*; the national *Ceramics Southern Africa exhibition*; the *Sasol Wax Art Awards 2008* and a solo exhibition by Gordon Froud, entitled *Modular Repetition*. Regular walkabouts, workshops, lectures and educational programmes were hosted.

The UJ Arts Academy staged three major productions: *Flatspin* by Lara Foot-Newton with the Drama Company; the Broadway musical *Footloose*, performed by the Song & Dance Company; and *African Dust* with the Contemporary Dance Company, backed by Currents of Blackness from the Doornfontein Campus. Under the auspices of the Arts Academy classes in hip-hop dancing, break dancing and ballroom were offered. The Sundowner Concerts continued throughout the year.

The theatre had a busy year and was heavily utilised by both internal and external clients. Income for the year was R405 446, up from R302 525 in 2007.

Employee profile analysis

At the end of 2008 the Division had a total of 63 employees. The equity breakdown is as follows: most of the employees (68%) are female and most of the employees (60%) are black.

Client profile and business analysis

Our 'clients' are drawn from the entire university staff and student body (current and potential undergraduate, postgraduate and international) and beyond; alumni, convocation, council, fee-payers, donors, potential donors, corporate partners, city and government and media.

Governance review

The Fundraising Policy and Stewardship Policy were drafted and approved during the year. A marketing committee meeting is convened monthly to integrate marketing and communication activities in the University.

Financial review

The total budget for the Advancement Division for 2008 was R38 992 381. The total expenditure was R42 604 561.

Quality assurance

The Division has established itself in 2008 as a fit-for-purpose division which set out to define its quality control mechanisms. Weekly meetings between the senior managers were held to ensure monitoring and coordinating of all activities and to soundboard novel ideas and the implementation of policies and procedures. Meetings were also conducted on a regular basis with internal and external stakeholders to establish communication lines and share information.

The first audits were conducted with regard to MoUs, incoming money (fundraising) and community engagement projects, and surveys were conducted among internal and external community engagement stakeholders to determine their perceptions about UJ being an “engaged University”. The first workshop with internal community engagement stakeholders was held to discuss the introduction of service learning into faculty curricula and to agree upon the broader community engagement definition and terminology.

There was also direct participation in the drafting of the UJ Self-evaluation Report for the *Institutional Audit in 2009*.

Risk management

The first full risk management assessment and mitigation strategy was undertaken by the Division during the year. The risks are reflected in the University’s Risk Register.

Strategic thrusts for 2009

The key strategic thrusts for 2009 are as follows:

- Upgrade the UJ website in line with allocated resources.
- Continue to develop the UJ’s public engagement in the intellectual space as the key below-the-line brand enhancement strategy.
- Brand positioning and rollout of a new Corporate Identity.
- Student recruitment with particular emphasis on agreed indicators.
- Focus the University’s fundraising strategies and processes.
- Provide faculty training and support our efforts.

Summary of events 2008

The *Event Management* team was involved in a wide range of institutional events. A strategic decision was made by the Division to build the UJ’s brand and visibility through an assertive below-the-line campaign in the public intellectual space. To this end, 10 public lectures were presented at an institutional level during the year under review. A total of 29 internal staff and student events were hosted, six professorial inaugurations were held, nine external stakeholder events were hosted, two memorial lectures were presented and two award ceremonies took place.

Conclusion

The Division has made considerable strides over the last 12 months. The restructuring is all but complete. There is strategic alignment of all advancement initiatives with the strategic goals of the University and greater focus and cohesion in our efforts. Most staff vacancies have now been filled and appointments have been made to all senior management positions. Research on brand penetration is positive and the UJ has all but captured the public intellectual space, fulfilling the promise of our below-the-line strategy. We are sweating our media assets and engaging positively with national and international media. UJ experts are emerging and gaining coverage for the University. Our fundraising efforts have shown over 1 000% improvement over the year, admittedly off a low base. We have dealt with complex legacy issues in the Alumni Body and can now focus on growing an active UJ alumni

cohort for the future. Community Engagement Programmes have been audited and parcelled out to the faculties where they rightly belong as a systemic part of the University's academic offerings. The University's Arts and Culture offerings remain among the best the city of Johannesburg has to offer while adding significantly to the overall student experience. In general, 2008 was a positive year for the Advancement Division.

A handwritten signature in black ink, appearing to read 'Adam Habib', with a long horizontal stroke extending to the right.

Adam Habib (Prof)

DVC: Research, Innovation and Advancement

HUMAN RESOURCE MANAGEMENT

Human Resource Management Division

The year under review has been a disrupted one for HR in that, while the HR environment was trying to embed the processes started in 2007, the then leadership was changing. Following this change, there was a period in which there was a virtual vacuum for a period until later in the year when a new leadership came aboard. As a result, there is no material departure from what was reported for the 2007 annum.

HR continued to drive the harmonisation process towards its conclusion. The year ended with this process being almost complete, save for the final signing by the unions. This was a major achievement, given the thorny issues that had had to be navigated in bringing three disparate institutions under one umbrella, with regard to all the legislative and people management imperatives. Needless to mention that, with this process being near completion, the task that remains will be to have all the agreements signed and to manage implementation issues that might arise.

HR has continued to experience difficulties in attracting the appropriate calibre of employees within the environment, as is reflected in the high levels of vacancies. This has had an impact on the quality of service delivery. The year ended with robust plans being put in place to address this aspect, as well as to reposition HR to be aligned with the key strategic thrusts that have been identified as pillars for the University.

The above notwithstanding, HR has continued to offer an acceptable service to the University with respect to recruitment, administration and setting the scene for the move towards a more strategic, value-adding HR. The year ended with the HR function being closely aligned with the university's key strategic thrusts and using these as a beacon with respect to any activity within HR. The business partnership model that has been accepted as the future direction for HR, was given a fresh impetus, resulting in a need to reconfigure the HR environment to align all its activities with this model. The year also ended with HR having made a cognitive shift in terms of a better understanding of what customer needs were and debating the decentralising of their services, such as the deployment of HR competence at every campus. All the above naturally means a reconfiguration of the HR organisation to better serve the customer for effective delivery, to enhance HR competence and professionalism and to engage with the University differently to what has been the case to date, in terms of, i.e., measurement and ongoing monitoring of the value add by HR. It also entails the reduction of dependence on consultants, with the consequential cost savings, and the enablement of the University to manage people-related matters effectively.

EMPLOYEE PROFILE ANALYSIS

The employee profile is reflected in the HR organogram (figure 3 on the next page).

Resignations within the HR division

The following seven employees resigned from within the HR division:

Mrs ZT Maseko
Mrs YH Gouws
Mrs PK Tsoeu
Mrs MR Tlakula
Mrs M de Bruyn
Mrs TC van der Westhuizen
Mr AJ Bruwer.

Transfers within the HR division

There were only three transfers:

Prof S Verwey
Mrs E Meyer-Adams
Mrs F Kasoojee.

The equity profile within the HR division is reflected in table 23 and figure 4.

[illegible]

Table 23: HR equity profile

Employee Type	FEMALE				Female Total	MALE		Male Total	Non-designated		Grand Total
	A	C	I	W		A	C		White Male	Foreign Nat	
Contract	0	1	1	5	7	0	0	0	0	0	7
Permanent	7	11	4	14	36	7	1	8	2	0	46
Total	7	12	5	19	43	7	1	8	2	0	53
Temporary	0	0	0	3	3	0	0	0	3	0	6
Grand Total	7	12	5	22	46	7	1	8	5	0	59

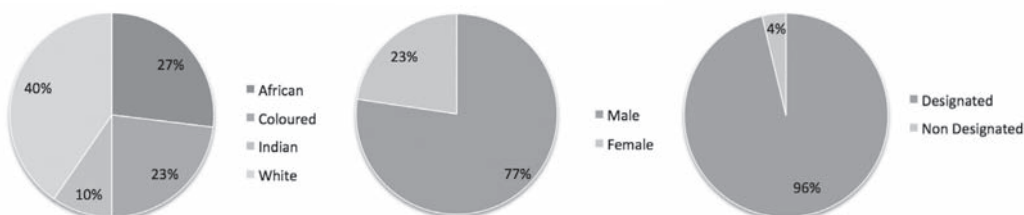


Figure 4: Equity profile within the HR division

Governance review

The Human Resources function was managed through the following structures:

- An HR EXCO that met twice monthly. Minutes of these meetings were recorded.
- An HR Executive Operations Committee met on a weekly basis.
- Stream leaders met once a month.
- There were regular reviews of the various streams of HR, in terms of their effectiveness and collaboration.
- Levels of authority and delegation need to be further embedded, within a context of measurement and accountability.
- The year under review ended with a realisation that, with the integration process almost completed, the time has come to review conditions of employment as well as policies. This is necessitated by the fact that the University is moving from a merger phase into a consolidation and excellence phase. The policy framework needs to keep abreast with this forward movement.
- The above will entail a revisit of the nature of the relationship with the unions, as reflected in the recognition agreements.

Financial review

The financial review is reflected in table 24.

Table 24: Financial review within HR

Overall	Budget	Actual
SALARIES	R 16 870 000	R 15 292 979
OPERATIONAL	R 12 537 365	R 10 746 120
CAPITAL	R 523 499	R 393 432
SKILLS DEVELOPMENT INCOME:		R 30 077
TOTAL	R 29 930 864	R 26 462 608

Table 25 reflects the over-expenditure in HR.

Table 25: Over-expenditure in HR

Account 39900 (Repair and Maintenance for Furniture and Equipment)	Scanning equipment as well as maintenance of furniture
Account 33600 (Consulting and Contract Costs)	Consulting costs – Siyafika – for the Employee assistance programmes
Account 35700 (Hire and Rental of Equipment)	Hire of water bottles and pot plants for HR offices
Account 40400 (Recruitment Costs)	Due to huge numbers of resignations and new positions Flight expenses, accommodation etc.
Account 41900 (Travel National)	Travelling expenses for candidates attending Interviews. Travelling between campuses etc.
Account 31300 (Temporary Salaries)	Training facilitators and temps needed at HR during “deadlines”
Account 31400 (Overtime Salaries)	Work load in HR – cut-off dates

Quality

The outcome of the HR review that was held towards the end of 2007 was implemented in 2008. This led to the HR structure being revisited and adjustments made to respond more effectively to the increasing demand placed upon HR. Additional positions were approved to enhance and support the need for Talent Development and the Business Partner concept. A comprehensive project plan was also developed to address service delivery within HR. Examples of this included:

- the streamlining of processes in the Back Office;
- the re-evaluation of resourcing processes and procedures to support the overall HR strategy;
- the HEAT Call Logging system that was implemented by HR becoming a focus area in the drive towards optimal and effective Customer Service. A Temporary Payroll was established. An e-Career Portal was implemented which has proven valuable during the recruitment process. A data integrity audit was also performed and HR data verified.

Risk management

During 2008 the University requested every division in the University to draft a Risk Register. After a workshop that had been conducted by the Finance Division in collaboration with Deloitte, HR developed a complete Risk Register for the division, together with a risk analysis. A Risk Strategy for HR was developed and approved. In the summary of the Risk Strategy for HR none of the risks as identified were deemed to be material enough to escalate to the UJ governance structures for their attention, but it was proposed that they should be given attention by the HR Division in its operational planning for 2008. A complete Project Plan was developed to address the risks identified.

Strategic thrusts for 2009

All HR processes and activities are informed by the University’s key strategic thrusts. While care and diligence will be exercised to ensure that none of the activities that had been initiated in the previous year are stopped, HR will also ensure that these are integrated within the revised approach to HR. This means that activities will be at the strategic, tactical and operational levels, with appropriate measures. The following are the key strategic thrusts for HR for the next three years, with each process building on the previous one.

Figure 5: Key Strategic Thrusts (2009 - 2011)

KEY THRUSTS	HR OPERATIONAL PLAN
1. Reputable brand	A competitive and compelling employee offer
2. Excellence in teaching and learning	Competence models
3. Internationally competitive research	Development of academics/researchers Leadership excellence
4. An engaged university	
5. Maximise intellectual capital	HR planning; career management; rotation; secondments; deployment; dual careers – innovation and creativity within employment practices
6. Institutional efficiency and effectiveness <ul style="list-style-type: none"> • SLAs • Operational benchmarks 	HR operational excellence
7. Culture of transformation	Institutional culture and organisational transformation
8. Preferred student experience	High performance, flexible and innovative culture [cf. 2&3]
9. Focus on GP city region	
10. Secure, grow competitive resourcing (reputable brand)	[cf. 1]
11. Cost containment <ul style="list-style-type: none"> • Operational ratios • Efficiencies 	Metrics for ROI

HUMAN RESOURCE MANAGEMENT AT UJ

EMPLOYEE TRENDS

Employee trends in 2008 are reflected in the tables below.

Table 26: Executive management appointments

FEMALE				Female Total	MALE			Male Total	Non-designated		Grand Total	Disabled
A	C	I	W		A	C	I		White Male	Foreign Nat		
1	0	0	0	1	1	0	0	1	0	0	2	0

Resignations and/or retirements

There were no resignations at Executive Management level.

Academic appointments

Academic appointments in both permanent and contract posts are reflected in table 27 and figure 6.

Table 27: Academic permanent and contract appointments

Faculty/Division	FEMALE				Female Total	MALE			Male Total	Non-designated		Grand Total	Disabled
	A	C	I	W		A	C	I		White Male	Foreign Nat		
Art, Design and Architecture	0	0	1	0	1	0	0	0	0	3	2	6	0
Economic and Financial Sciences	1	0	0	8	9	3	0	1	4	6	4	23	0
Education	2	0	0	0	2	2	0	0	2	0	0	4	0
Engineering and the Built Environment	0	0	0	2	2	4	1	1	6	7	8	23	0
Health Sciences	2	1	1	3	7	0	0	1	1	2	2	12	0
Humanities	0	3	3	10	16	3	2	1	6	3	5	30	0
Law	0	0	1	4	5	2	0	0	2	0	0	7	0
Management	2	1	1	10	14	5	0	0	5	6	7	32	1
Science	1	0	1	7	9	3	0	1	4	8	6	27	0
Division	0	0	0	8	8	4	1	0	5	3	0	16	0
Grand Total	8	5	8	52	73	26	4	5	35	38	34	180	1

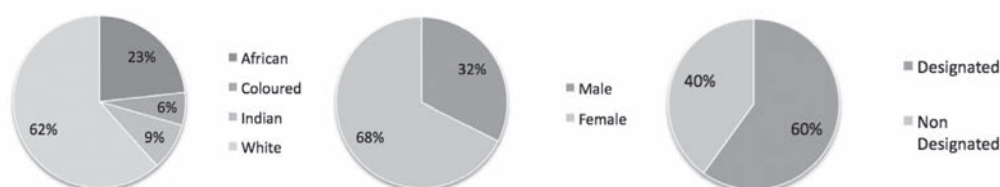


Figure 6: Equity and gender distribution of academic appointments

The three charts indicate the appointment patterns within the academic environment. Of note is the following:

- More whites are still being employed.
- More females, especially white females, are being employed.

Academic promotions

Academic promotions (permanent employees) are reflected in table 28 and figure 7.

Table 28: Academic Promotions

Faculty/Division	FEMALE				Female Total	MALE			Male Total	Non-designated		Grand Total	Disabled
	A	C	I	W		A	C	I		White Male	Foreign Nat		
Economic and Financial Sciences	0	0	0	0	1	0	1	0	1	2	0	6	0
Education	1	0	0	1	0	0	0	0	0	1	0	23	0
Engineering and the Built Environment	0	0	0	0	0	0	0	2	2	4	0	4	0
Health Sciences	1	0	1	2	0	1	1	1	0	4	0	23	0
Humanities	0	1	3	4	1	0	1	1	0	6	0	12	0
Law	0	0	0	0	1	0	1	0	0	1	0	30	0
Management	0	0	0	0	0	0	0	1	0	1	0	7	0
Science	0	0	2	2	1	0	1	1	0	4	0	32	1
Grand Total	2	1	6	9	4	1	5	6	3	23	0	27	0

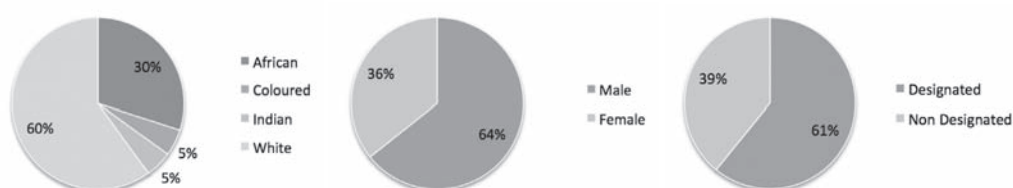


Figure 7: Academic promotions: race and gender distribution

The trend is still for whites as a group, and males in particular, to be promoted. Furthermore, more males than females are being promoted.

Academic resignations

Academic resignations are reflected in table 29 and figure 8.

Table 29: Academic resignations

Faculty/Division	FEMALE				MALE				Grand Total
	A	C	I	W	A	C	I	W	
Art, Design & Architecture	0	0	0	2	1	0	0	3	6
Economic & Financial Sciences	1	0	0	2	3	0	0	6	12
Engineering & the Built Environment	0	0	1	1	6	0	0	8	16
Health Sciences	1	1	1	5	2	0	3	1	14
Humanities	2	0	0	3	4	0	0	4	13
Law	0	1	1	2	0	0	0	2	6
Management	0	0	1	3	3	0	0	6	13
Science	2	1	0	4	4	1	0	5	17
Division	0	0	0	3	1	0	0	0	4
Grand Total	6	3	4	25	24	1	3	35	101

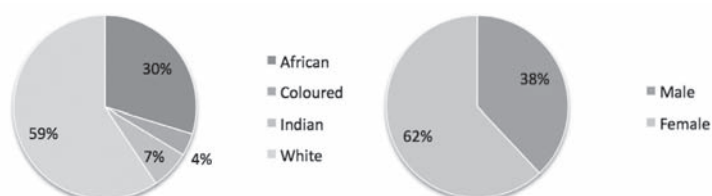


Figure 8: Race and gender distribution academic resignations

More females resigned in the period under review. The 30% African resignations need to be monitored. If the trend persists difficulties will be encountered in meeting the equity targets.

Academic retirements and ill health/deceased

These figures are reflected in table 30 and figure 9.

Table 30: Academic retirement: Ill Health/Deceased

Faculty/Division	Female		Male		Grand Total
	A	W	A	W	
Art, Design & Architecture	0	1	0	1	2
Education	0	1	1	4	6
Engineering and the Built Environment	0	1	1	1	3
Humanities	1	2	0	0	3
Law	1	0	0	2	3
Management	0	2	0	1	3
Science	0	0	0	2	2
Grand Total	2	7	2	11	22

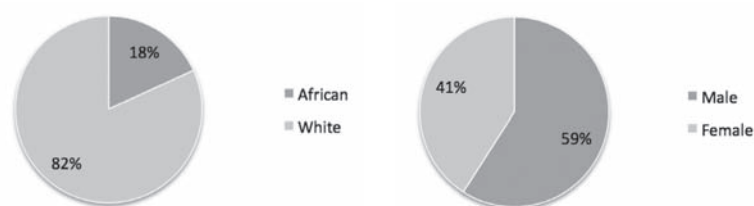


Figure 9: Race and gender distribution academic retirement, ill health and deceased

This retirement picture could assist the University to fill these positions by staff from designated groups.

Academic contracts terminated

These figures are reflected in table 31 and figure 10.

Table 31: Academic contracts terminated

Faculty/Division	Female			Male			Grand Total
	A	I	W	A	I	W	
Art, Design and Architecture	0	0	0	0	0	1	1
Economic and Financial Sciences	0	0	0	2	0	1	3
Engineering and the Built Environment	0	0	1	2	0	2	5
Health Sciences	0	0	0	0	0	1	1
Humanities	3	2	2	1	1	1	10
Law	0	1	0	0	0	0	1
Management	0	0	0	0	0	2	2
Science	0	0	0	0	0	1	1
Grand Total	3	3	3	5	1	9	24

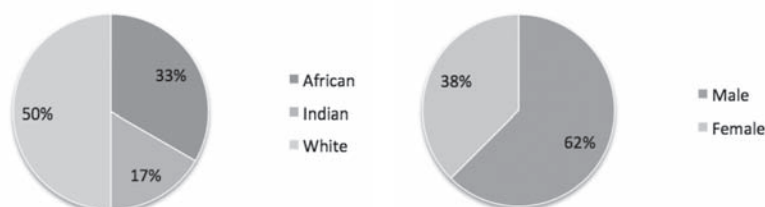


Figure 10: Race and gender distribution academic contracts terminated

It is not clear whether these contracts ended because the projects that had necessitated such appointments had reached their maturation or whether these are contracts that were either extended or converted to permanent positions. Work needs to be done in this regard.

NON-ACADEMIC EMPLOYEES

Non-academic: Permanent and Contract Appointments

The figures are reflected in table 32 and figure 11.

Table 32: Non-academic permanent and contract appointments

Type	FEMALE				Female Total	MALE			Male Total	Non-designated		Grand Total	Disabled
	A	C	I	W		A	C	I		White Male	Foreign Nat		
Division	68	17	14	56	155	108	7	12	127	39	1	322	3
Faculty	24	8	9	46	87	12	3	0	15	10	8	120	1
Grand Total	92	25	23	102	242	120	10	12	142	49	9	442	4

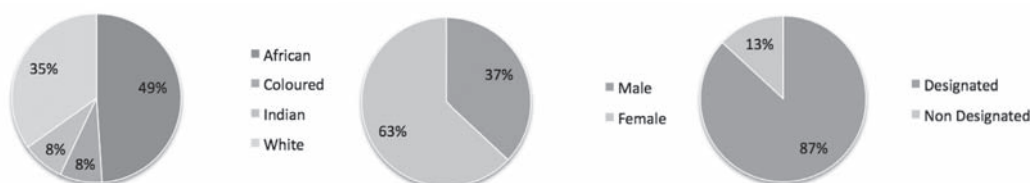


Figure 11: Race and gender distribution non-academic permanent and contract appointments

It would seem that the University is doing fairly well at attracting support staff for employment.

Non-academic resignations

The figures are reflected in table 33 and figure 12.

Table 33: Non-academic resignations

Type	FEMALE				MALE				Grand Total
	A	C	I	W	A	C	I	W	
Division	13	3	5	22	12	2	4	19	80
Faculty	7	3	3	8	3	0	1	2	27
Grand Total	20	6	8	30	15	2	5	21	107

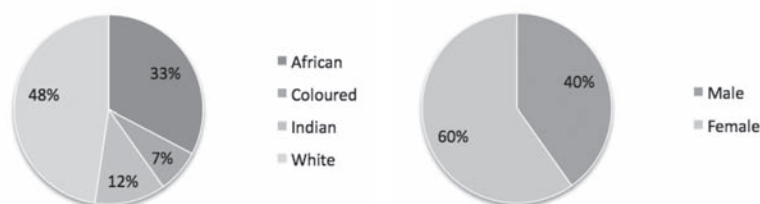


Figure 12: Race and gender distribution non-academic resignations

While the trend is positive, the University needs to be cautious that erosion of institutional memory is avoided and that transfer of skills and knowledge remains.

Non-academic Retirements – Ill Health/Deceased/Retrenchments

These figures are reflected in table 34 and figure 13.

Table 34: Non-academic retirements/ill health retirements/deceased/retrenchments

FD Type	Female				Male			Grand Total
	A	C	I	W	A	C	W	
Division	3	1	1	4	11	0	3	23
Faculty	2	0	0	7	1	1	1	12
Grand Total	5	1	1	11	12	1	4	35

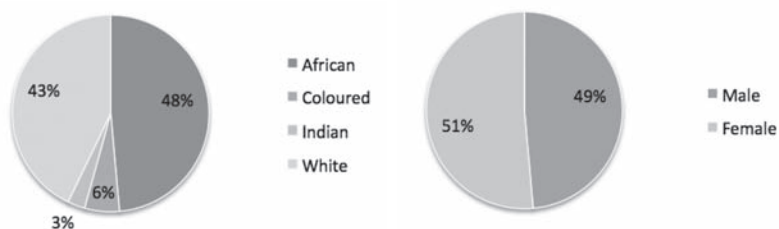


Figure 13: Race and gender distribution non-academic retirements, ill-health retirements, deceased and retrenchments

Of those who retired at the end of the period under review 49% were male and 51% were female.

Non-academic: Contract End

Table 35: Non-academic contract end

Type	FEMALE				MALE			Grand Total
	A	C	I	W	A	I	W	
Division	5	0	1	8	3	3	5	25
Faculty	2	1	0	6	0	0	1	10
Grand Total	7	1	1	14	3	3	6	35

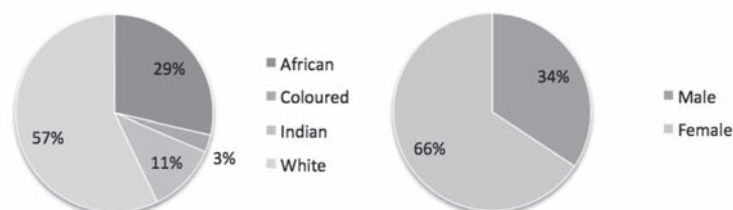


Figure 14: Race and gender distribution non-academic contract end

The point made for the academic staff needs to be reiterated here, namely to ensure that there have not been perpetual renewals of these contract appointments.

RESEARCH EMPLOYEES

This category of employee still needs to be defined adequately, because the title does not reflect the true status of all these employees. The tables/charts are included for the sake of completeness.

Table 36: Research Permanent and Contract Appointments

Type	FEMALE			Female Total	MALE		Male Total	Non-designated		Grand Total	Disabled
	A	I	W		A	I		White Male	Foreign Nat		
Division	2	0	2	4	1	0	1	1	3	9	0
Faculty	1	1	4	6	0	1	1	5	0	12	0
Grand Total	3	1	6	10	1	1	2	6	3	21	0

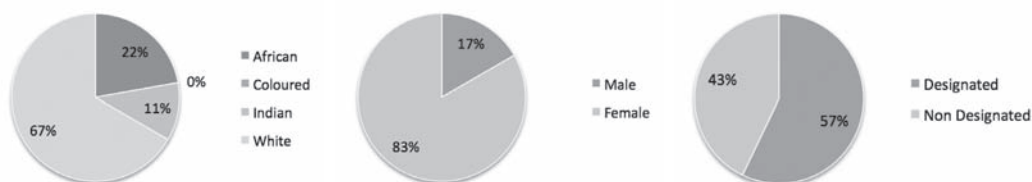


Figure 15: Race and gender distribution researchers appointments

The equity distribution is as follows: 22% African; 0% Coloured; 11% Indian; 67% White; 17% Male; 83% Female; 57% Designated groups; 43% Non-designated groups.

Table 37: Research resignations

Type	FEMALE				MALE		Grand Total
	A	C	I	W	A	W	
Division	2	1	1	1	1	2	8
Faculty	0	1	0	1	1	1	4
Grand Total	2	2	1	2	2	3	12

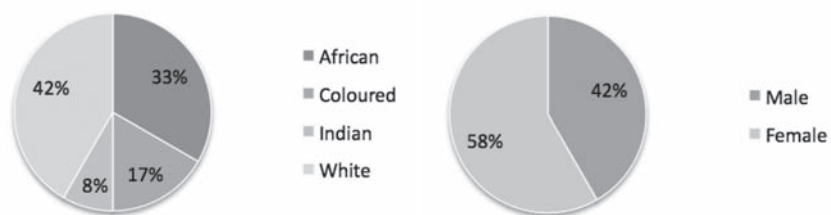


Figure 16: Race and gender distribution research resignations

The distribution is as follows: 33% African; 17% Coloured; 8% Indian; 42% White; 42% Male; 58% Female.

Research contract ended

Table 38: Research contracts ended

Type	FEMALE		MALE	Grand Total
	A	W	W	
Division	1	1	1	3
Faculty	0	1	0	1
Grand Total	1	2	1	4

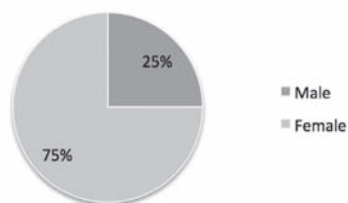


Figure 17: Race and gender distribution researchers' contracts ended

25% African; 75% White; 25% Male; 75% Female

TERMINATIONS TURNOVER 2007 vs 2008

The overall average is 10.66% for 2008 as opposed to 11.3% in 2007.

Table 39: Staff turnover

Type	2007	2008
Academic	4.3	4.95
Non-academic	7	5.71
TOTAL	11.3	10.66

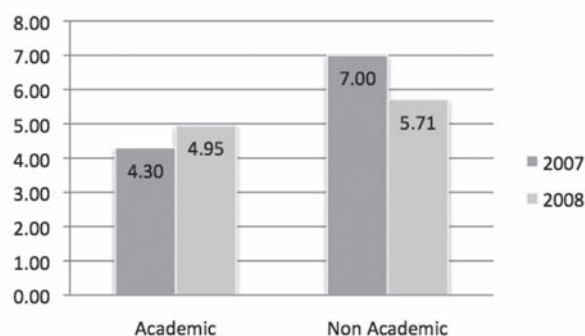


Figure 18: Staff turnover

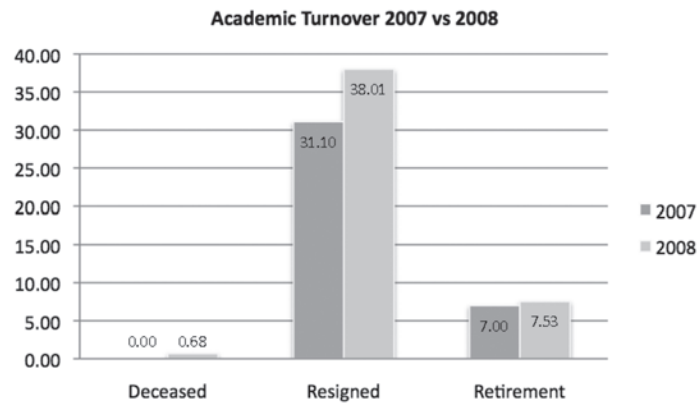


Figure 19: Academic turnover 2007 and 2008

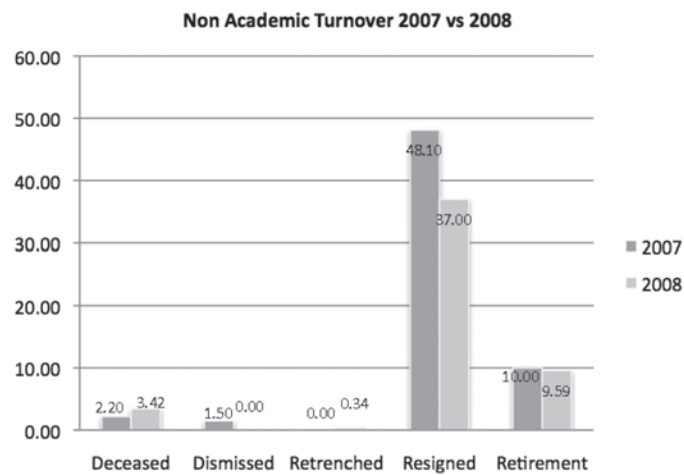


Figure 20: Non-academic turnover 2007 and 2008

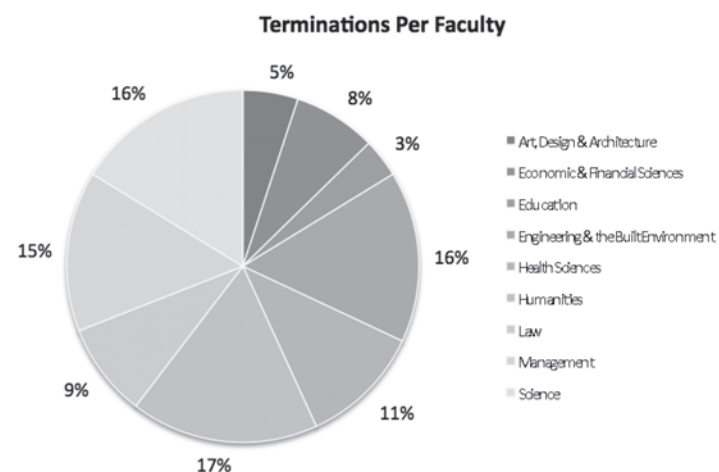


Figure 21: Terminations per faculty

The staff turnover rate for 2008 was 10.66% (4.95% academic and 5.7% non-academic) vs 11.3% in 2007. HR still needs to determine the benchmark for an acceptable turnover rate. That notwithstanding, it would seem that the rate at which the academic staff resigned in the past year is rather high.

LEAVE STATISTICS

Table 40: Leave applications processed and days taken

Leave Type	Leave Application Count	Leave Days Taken	% of Days Taken
Compassionate Leave	527	1121	3.21
Historical Acad Long Leave	9	238	0.05
Historical Leave	28	268	0.17
Leave Without Pay	39	741	0.24
Long Leave	1	47	0.01
Maternity Leave	53	3850	0.32
Sabbatical Leave	29	3893	0.18
Sick Leave	3559	10327	21.70
Special Leave	8	31	0.05
Study and Examination Leave	472	581.5	2.88
Testimony Leave	9	9	0.05
Vacation Accum Leave	2059	5251.5	12.55
Vacation Non-accum Leave	9607	27652.5	58.58
Grand Total	16400	54010.5	100

There seems to be a high incidence of sick leave applications. While there are no financial implications for the institution, the pattern is worth noting.

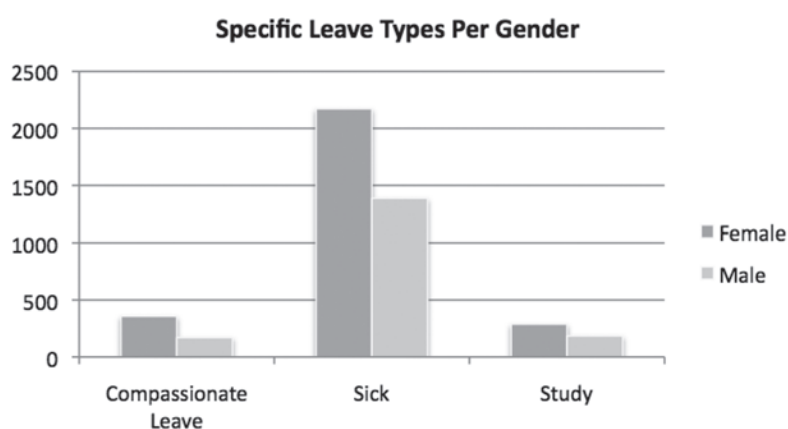


Figure 22: Specific leave types per gender

Table 41: Leave encashment processed

Leave Type	Request Count	Days
Accumulative Leave	2050	15863.2
Historical Academic Long Leave	25	907.4
Historical Leave	137	1840.4
Long Leave	15	359.5
Grand Total	2227	18970.6

The financial implications of encashment are contained in the Finance report.

TRANSFORMATION AT UJ FOR THE PERIOD 01 JANUARY – 31 DECEMBER 2008

The equity profile is reflected in table 42.

Table 42: Equity profile

Occupational Category	FEMALE				Female Total	MALE			Male Total	Non Designated		Grand Total	Disabled
	A	C	I	W		A	C	I		White Male	Foreign Nat		
Clerks	149	68	30	265	512	109	13	3	125	33	2	672	12
Craft and Related Trade Workers	1	0	0	0	1	31	6	0	37	21	0	59	1
Elementary Occupations	77	1	0	0	78	144	2	0	146	3	1	228	2
Legislators, Senior Officials and Managers	11	3	10	77	101	24	8	5	37	60	1	199	1
Plant and Machine Operators and Assemblers	1	0	0	1	2	65	0	0	65	0	0	67	2
Professionals	75	29	43	359	506	113	12	29	154	356	67	1083	7
Service and Sales Workers	17	2	0	11	30	133	1	0	134	33	1	198	0
Technicians and Associate Professionals	32	9	6	56	103	85	8	9	102	48	5	258	0
Total	363	112	89	769	1333	704	50	46	800	554	77	2764	25
Non-permanent	559	50	95	1117	1821	626	26	55	707	882	269	3679	9
Grand Total	922	162	184	1886	3154	1330	76	101	1507	1436	346	6443	34

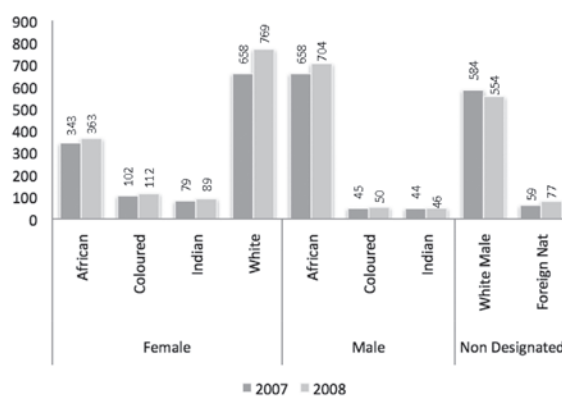


Figure 23: Equity profile of permanent and contract employees

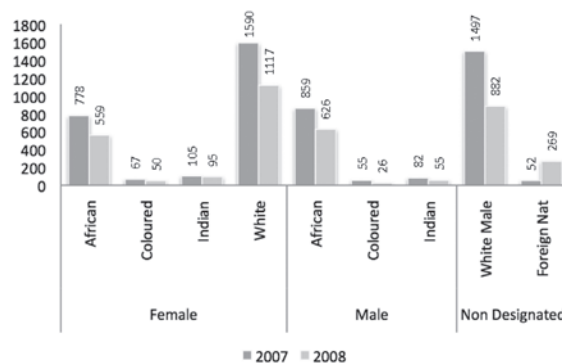


Figure 24: Equity profile temporary employees

Table 43: Race and gender distribution 2007 and 2008

Permanent and contract employees				Temporary employees	
Gender	Race	2007 %	2008 %	2007 %	2008 %
Female	African	12.7	13.13	15.3	15.19
	Coloured	3.78	4.05	1.32	1.36
	Indian	2.92	3.22	2.06	2.58
	White	29.14	27.82	31.27	30.36
Male	African	25.35	25.47	16.89	17.02
	Coloured	1.67	1.81	1.08	0.76
	Indian	1.63	1.66	1.61	1.49
Non-designated	White Male	22.47	20.04	29.44	23.97
	Foreign Nat	1.79	2.79	1.02	7.31



Henk Kriek (Prof)

DVC: Finance and Acting DVC: Human Resources

INFORMATION AND COMMUNICATION SYSTEMS

The development of reliable communications and the gradual emergence of the South African broadband market, has all but transformed teaching and learning. Electronic mediated learning has become the norm, and learners and researchers are collaborating in real-time communal mode, even though globally dispersed.

The year 2008 saw the commissioning of the SANREN high speed digital backbone as well as the UJ supercomputing cluster, both of which are important milestones in delivering advanced research support that has elevated the UJ to the forefront of digital universities.

The implementation of the ITL compliant HEAT service request system as well as the advanced STT Trainer suite of training and evaluation tools are significant developments in ensuring governance and quality management in the ICS domain.

The provision of the standardised faculty reports through the HEDA system as well as the very successful Data Error Management System, that automated data error management, are significant developments that speaks to the core of governance and active quality management.

The information systems environment presents a level of complexity that is challenging. It is however true that the very functioning of the domain could be depicted as serial chains of events, equipment, infrastructure and skilled support that have to synergistically interoperate to provide continuous functioning for the systems environment to support the working of the UJ. The failure of even one of these links of a critical chain can cause the failure of the entire chain. In practical terms, this means that the failure of the power supply to a switch could stop an electronic assessment, even though all of the other systems are available and functioning properly.

Whereas the provision of resilient systems that will graciously degrade and maintain some functionality under adverse situations are the norm, the same cannot be said for the infrastructure and human environments.

These two aspects have been the subject of continual calls for improvement over the past four years and as yet there are no strong indications that the human resources required to deliver sustainable services or the provision of competent technical infrastructure support will realise in the near future.



Henk Kriek (Prof)

DVC: Finance, ICS and Sport

OPERATIONS

2008 was identified by Operations as a “watershed” year for the Division. It is a year in which Operations as a team achieved and exceeded many of its objectives, despite a number of constraints that impacted on during the year.

Operations held a number of planning sessions in 2007 that culminated in its 2008 strategy and operational plan. KPAs were agreed to with the Operations Management Team. Regular reviews of the plan and regular reviews in respect of the managers’ performances in relation to their KPAs ensured that the Operations Division remained focused on striving to achieve strategic and operational objectives. As a result, the Division performed admirably in 2008.

The decentralisation of Operations to campus level under the auspices of the Campus Directors has paid dividends over the past two years and has led to a more structured approach in an environment that, as a result of the added pressure on the aging facilities and infrastructure, needs added care.

The technical function in particular remained under-capacitated in 2008 as a result of the lack of professional technical people and artisans in the economy. The outsourcing of a large portion of maintenance work produced good results. The inability to attract technical staff, however, places pressure on the Operations staff. In addition there is a need to fill critical posts because of the continued growth of infrastructure and facilities, a need to support a growing staff and student base, and a large increase in institutional and public activities/events at the UJ.

Currently some senior, middle and junior management personnel are performing functions and holding down vacant posts over and above the posts they are officially appointed in. This matter must be addressed in 2009 as it has an impact on morale as well as the health and quality of life of individuals and families.

The lack of sufficient and suitable space at APB and APK remains a major challenge despite Operations providing optimal space in existing facilities by applying HEMIS norms and standards and undertaking and completing construction projects to help alleviate the problem. The existing facilities and infrastructure at these campuses are under tremendous pressure and this will continue until some relief is provided by the development of the Soweto and Doornfontein campuses.

Utilities management received much attention in the year 2008. Operations addressed a number of issues together with local authorities and other external and internal stakeholders. An electrical audit and resultant refurbishment of the electrical infrastructure (ongoing into 2009) has helped to alleviate the strain placed on the inadequate electrical infrastructure at all the campuses. This will ensure that the UJ shows a saving on electrical costs in 2009 and ensuing years whilst providing a more effective and efficient infrastructure that can provide for current and future requirements. Energy management and the provision of emergency power received much needed attention in 2008. The exercise of providing more emergency power to the UJ’s core business and essential services will be completed in 2009 and is a consideration in all UJ projects where applicable.

Although there is improved planning and execution in the area of planned maintenance, the vacant post for a maintenance manager for the UJ negatively impacts on efforts to create a comprehensive maintenance plan and asset care facility. The deferred maintenance programme received substantial emphasis in 2008. R80m of the allocated R110m was committed by year-end, with the balance due to be expended in 2009.

Operations completed a number of capital and maintenance projects at central and campus level in 2008 that were initiated in 2007 and 2008 respectively. The most notable of these were the completion of the Academic Administration Building on APK that has become a landmark at the University and has created significant space for academic and academic support activities at the UJ; the transformation of the Great Hall at APB into much needed lecture venues and the completion of the Campus Master Plan that is being used as a guideline for the development of the University campuses, based on the placement of academic and related programmes.

The APB Campus Director was appointed as the project leader to improve and provide additional facilities for persons with disabilities and a number of successes were achieved. Work for the provision of extra accommodation for persons with disabilities was started in December 2008 and is due for completion early in 2009.

Safety and security on the UJ campuses remain a priority. Protection Services undertook a number of initiatives to improve the safety and security of all UJ stakeholders in 2008. The most notable of

these was the Crime Awareness Day exercise that was conducted at the various campuses and the drive to improve communication with and to stakeholders. Greater emphasis was placed on improving electronic surveillance and access control to the University and facilities on the campuses. This exercise will be expanded in 2009. As a result of the proactive efforts of executive management and Operations, the UJ was a safer and more secure environment in 2008.

The beautification of campuses and the maintenance of grounds, gardens and sports fields have been sustained and improved across all campuses. A number of major construction works took place on and in the immediate vicinity of the campuses in 2008. As a result of the management of the campuses, these works however had little impact on the overall standard of the campus grounds. These works will continue in 2009 at all the campuses.

The provision of a reliable inter-campus shuttle service was a priority in 2008. The increasing demand placed on the shuttle service, particularly between the DFC, APB and APK Campuses, required a proactive approach to ensure that reasonable expectations were met.

The consolidation and rezoning of UJ properties at and in the vicinity of all campuses is an ongoing exercise. The Department started a major drive to formalise documentation, create a document database and archiving facility so that all relevant information regarding UJ properties are correct and up-to-date. A number of new initiatives in 2008 required the active guidance and participation of Property Management Services. The Department continues to liaise with both external and internal stakeholders to consolidate UJ properties and to ensure compliance with new initiatives.

The Occupational Safety Department made tremendous inroads in making the University a safer environment. The initiatives, investigations and assistance given by the Occupational Safety Department has led to a number of potentially dangerous and life-threatening scenarios being identified and the necessary processes put in place to negate and eliminate these threats. The Chair of the Planning and Resources Committee of Council expressed his satisfaction and gratitude for the good work being done in this area. The Department continues to provide the foundations for a safer environment at the UJ.

A number of processes and policies were formalised for Protection Services, Disaster Management, Occupational Safety and Environmental Services in 2008 and have facilitated better management and control at the campuses.

Cooperation between Operations and Finance and Human Resources (HR) in particular, improved substantially in 2008. Expenditure versus approved budgets was very good in the operational and projects environments. Financial management and discipline improved considerably. Procurement support was much improved and ensured that a number of projects/tasks were timeously provided for and completed as scheduled. There are a number of anomalies in the Operations environment that HR is working to resolve, e.g. recruitment and harmonisation across all disciplines and campuses. A number of issues were addressed and resolved by HR in 2008 which assisted Operations in achieving its objectives.

Quality assurance, risk identification and mitigation received much needed attention in 2007 and were further amplified in 2008. The SWC Campus Director was appointed as the quality champion in Operations. Quality is a standing item for discussion on the agenda of the Operations bi-weekly management committee meetings. Operations actively participated in and provided the necessary assistance and inputs in preparation for the 2009 institutional audit. Risks and risk mitigation plans were identified and continue to be managed in the Operations domain to ensure that the necessary controls, processes and initiatives are in place to minimise risks at the UJ. A Disaster Management Plan was drafted and approved in 2008.

The major strategic thrusts by Operations in 2009 is the empowerment of the Division and the continued improvement and formalisation of project management to significantly improve its support and service delivery to the University and thereby improve on its achievements in what was indeed a "watershed" year.



Ihron Rensburg (Prof) – Acting DVC: Operations

HEALTH AND WELLNESS

The following Health and Wellness divisions exist: Campus Healthcare Services (primary healthcare) the Institutional Office for HIV and AIDS and Occupational Health.

CAMPUS HEALTHCARE SERVICES: PRIMARY HEALTHCARE

Service delivery

Each campus has a fully operational health clinic rendering primary healthcare services to students and staff. Strategic planning in 2008 focused on capacity building at campus health services with regard to clinic facilities, equipment and human resources. Clinic facilities at Bunting Road (APB) and Kingsway campuses (APK) were upgraded. Upgrading of the Doornfontein campus clinic facility was put on hold, but approved for 2009.

The staffing situation improved with the appointment of one primary healthcare nursing practitioner (PHCNP) to share the load at Doornfontein (DFC) and Bunting Road (APB). Two PHCNPs were appointed at Kingsway campus (APK). These posts are supported by the EU-HEAIDS grant. A PHCNP was also appointed in a 5/8 post from April to November to render reproductive healthcare services and to increase the uptake of contraceptive use amongst sexually active female students, thereby mitigating the number of unplanned pregnancies. Psychology Interns provided trauma counselling and counselling for VCT. Three receptionists for APB, APK and DFC respectively were appointed during the course of the first semester. Four VCT counsellors, one for each clinic, were appointed to increase the VCT uptake. Their salaries are currently covered by the EU-HEAIDS grant allocated to the UJ Campus Healthcare Services. Campus Healthcare Services received a grant of R1m from the EU-HEAIDS fund to improve clinic facilities, staffing and to increase VCT uptake and other related care and support regarding HIV.

To standardise the service delivery on all campuses one medical practitioner was contracted as the medical officer for all four campus health clinics. This medical practitioner is available at least one morning per week at each campus clinic. The following services are rendered at these clinics:

- Primary healthcare services including mandatory vaccination where applicable
- Voluntary Counselling and Testing (VCT) for HIV
- Reproductive healthcare services
- Travel medicine
- Medical support (Netcare 911) at public, cultural and sport events hosted by the UJ
- Provision and maintenance of first-aid kits to UJ sports clubs and societies

The VCTs increased significantly from 2 161 tests in 2007 to 3 369 in 2008. This is attributed to the appointment of fulltime VCT counsellors, supported through the EU-HEAIDS grant at all the clinics. The HIV prevalence (based on the VCT statistics) for the UJ is 1.3%. There were 44 positive tests, of which 8 are males and 36 are females.

The campus healthcare clinics had 20 902 primary healthcare consultations which reflected an increase of 1 640 compared to 2007. Kingsway campus had an average of 46 consultations per day with a total of 10 084 consultations for the year whilst Doornfontein campus had an average of 24 consultations per day with 5 123 consultations for the year. The clinic at APB had an average of 15 consultations per day (reflecting very little increase), with 3 470 patients for 2008 whilst the SWC clinic still remains fairly stable with 10 consultations a day and a total of 2 225 consultations for the year.

Reproductive healthcare, which includes provision of contraceptives, testing for pregnancy, provision of emergency contraceptives and treatment of other gynaecological conditions, as well as referral for termination of pregnancy, is still the main activity in all the clinics. Consultations for contraceptives increased from 3 836 in 2007 to 4 048 in 2008. Conditions of the ear, nose, throat and mouth are the second most common conditions treated at the campus clinics. There was also an increase in consultations for skin problems. Our medical officer initiated an acne treatment programme in all the clinics, which is to the benefit of the students. DOTS (Direct Observed Treatment Strategy for tuberculosis) were given to four students and one contract worker at APK. The contract worker was treated for multi-drug resistant TB (MDR TB). A total of 262 Influenza vaccines were administered during the 2008 season free of charge. Utilisation was lower than the previous season due to the mild weather and the low perceived threat of Avian Influenza. Finally, the travel clinic service has proved to be of great value to employees travelling abroad.

Special UV lights were installed in strategic places in the clinic at APK to sterilise the air from harmful TB bacilli and to protect the personnel and patients from potential pulmonary TB infection. The process will eventually be implemented at all our campus health sites.

Employee profile

The equity profile at the campus healthcare clinics is as follows: four of the eight primary healthcare nursing practitioners are African, two are Indian and two are white. The clinics have nine support staff members (one permanent and eight contracted staff members) of whom seven are African, one is Coloured and one is white.

Strategic thrusts 2009

The following key thrusts for 2009 are relevant:

- To improve service delivery and prepare for the 2009 HEQC audit
- Upgrading of Doornfontein clinic facility and installation of air conditioning systems in the clinics, which did not materialise in 2008
- Sustainable Health Education Programmes in partnership with student organisations
- Improvement of staffing with regard to VCT counsellors and reception staff at the Soweto clinic
- Continual professional development
- Standardisation of clinical policies and procedures

Governance

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 are kept in accordance with regulatory requirements.

Risks

The following risks are emphasised:

- The possibility of the outbreak of a serious life threatening disease in the residences, e.g. meningitis. 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 health care 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.

INSTITUTIONAL OFFICE FOR HIV AND AIDS

Service delivery

The Institutional Office for HIV and AIDS is located at DFC with one permanent practitioner and two contracted HIV and AIDS coordinators. 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 DVC: Human Resources, 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.

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 (VCT), 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. Candle Light memorial). The training of staff peer educators (managed by the HR Training and Development Unit) and the celebration of UJ World Aids Day also formed part of the activities in 2008.

The HIV and AIDS programme is in accordance with the Higher Education Strategy (HE-AIDS), a programme coordinated by Higher Education South Africa (HESA). The aims of the programme are 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. The HE-AIDS programme (Phase 1) aims to achieve measurable change in six result areas namely:

- Effective policy, leadership, advocacy and management
- Effective prevention
- Effective care and support
- Appropriate teaching within the HIV and AIDS context
- Appropriate research/knowledge creation
- Community outreach

In keeping with the University's commitment to assist in the HE-AIDS goal, the HIV and AIDS Committee is subdivided into subcommittees reporting back on progress in the result areas listed above. Appendix 2 lists the results areas and person(s) responsible for reporting back to the Committee on progress made relating to the result areas. For the 2008 HIV and AIDS report, the HE-AIDS result areas are used as subheadings.

Phase 2 of the HE-AIDS programme was launched on the 9th of March 2007 by the Minister of Education. The objectives of this second phase are two-fold, namely: Sector level activities and institutional level activities.

Sector level activities include the following projects

- The development of an HIV policy framework for the sector with support to institutions in developing/ refining institutional policies and implementation plans.
- The development of a funding model to ensure sustained intervention.
- To explore and establish the roles of educators (including academic staff) in mitigating the impact of HIV.
- Piloting an HIV module at 23 Teacher Education Facilities.
- To undertake a zero-prevalence research study, KAPB and Risk Assessment of the HE sector.
- To design and develop a workplace programme for institutional staff.

The University participated in the above listed sector level activities. A full report was submitted to the Management Executive Committee in October 2008.

Institutional level activities

Institutional level activities included a project proposal by all Higher Education Institutions for the maximum amount of R3 million. The UJ submitted a proposal and was granted R2 837 837 million. The following institutional projects were funded:

- Project 1: HIV and AIDS prevention, treatment, care and support programme
- Project 2: Human Resources workplace programme
- Project 3: HIV and AIDS monitoring systems
- Project 4: Strengthening the quality, quantity and accessibility of HIV and AIDS research – consisting of InfoED and research on resilience and HIV and AIDS
- Project 4: Effective planning, management, coordination and monitoring of institutional HIV and AIDS programmes.

The University HE-AIDS Project team was established in January 2008 and met on a monthly basis. The members included the DVC: Human Resources and Operations, Project Managers for each project, as well as financial and procurement representative(s).

Representatives from HE-AIDS conducted a grant monitoring and evaluation session at the University in October 2008. A full report with recommendations was submitted to the relevant UJ stakeholders. A financial audit was conducted by the University's external auditors. A brief description of each result area is given.

Effective policy, leadership, advocacy and management

The National Policy Framework for HIV and AIDS in Higher Education was launched by the Minister of Education in October 2008. A subsequent workshop with HE-AIDS and the UJ HIV and AIDS Committee was held on the 3rd of December 2008. The purpose of the workshop was to discuss the alignment

of the University'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 was established to continue the process in 2009.

Effective prevention, care and support

a) Voluntary counselling and testing (VCT)

The campus healthcare clinics on all campuses are provincial government accredited sites receiving free test kits and lay counsellor funding from the Department of Health (DoH). The VCT lay counsellors are funded by the EU/DOE/HESA/HEAIDS fund and are placed at all campus healthcare clinics. The VCT lay counsellors are further supported by the intern psychologists from PsyCaD, who render this service as part of their internship. The Centre for Psychological Services and Career Development (PsyCaD) reported that the number of VCT intern psychologists has increased from six in 2008 to twelve in 2009. The 3 369 individuals who made use of VCT services provided by the University in 2008 and the calculated HIV prevalence value of 1%, is consistent when compared to what was reported in 2007. A significant increase of consultations was reported in 2008 compared to 2007.

b) Condom distribution

Condoms are distributed by the cleaning services on a monthly basis at all UJ campuses. The control points will be the Institutional Office for HIV and AIDS at APB and DFC, the Campus Clinic at SWC and Elite Cleaning Services at APK. Female condoms will only be distributed from the Campus Clinics due to the complex nature of the use of these condoms.

c) Student Peer Education (LINK Programme)

Student Peer education programmes at the UJ are managed by the Institutional Office for HIV and AIDS (IOHA). The LINK programme was established at the APK campus in September 2008.

The Peer Education Programme (implemented on all campuses) interviews, selects and then trains student volunteers 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 participate in leadership, diversity and teambuilding workshops.

- Condom/STI week, 11-15 February. APB, DFC, APK and SWC hosted an annual Condom and STI week during the week of Valentine's Day.
- The Candlelight Memorial was hosted by the IOHA in partnership with the MEC and SRC. The Candlelight Memorial was observed on 16 May, and a person living with AIDS (PLWA) addressed over 150 students at APB.
- The VCT campaign, 25-29 August (in collaboration with campus health clinics). New Start was contracted by IOHA to conduct testing on all UJ campuses during this week.
- During VCT week, student peer educators at APB, SWC and DFC addressed fellow students on the importance of VCT. It was reported that 715 UJ students were tested during this week, compared to 145 students in 2007.
- Residence Projects were held on some campuses in May and August.
- Gender projects were run in August and community outreach projects in September.
- The 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. Student Peer Educators participated in the UJ World Aids Day on 26 September 2008.

d) Staff Peer Education

A total of 112 staff members from all campuses volunteered to be trained as Staff Peer Educators (SPEs) in 2008. They received theoretical training and have submitted portfolios which allow for the assessment of their understanding of what is required of this position. Further training was also provided later in the year. The SPEs participated in various projects, including UJ World Aids Day on 26 September 2008 and a community project in December 2008. A certificate ceremony was held to honour Staff Peer Educators.

e) Effective care and support

Twenty line managers from Operations received training on HIV and AIDS management in August. The HIV and AIDS Committee recommended that HR: Training and Development needs to conduct short courses on wellness (including HIV and AIDS).

f) Appropriate teaching within the HIV and AIDS context

The Faculty of Education at the UJ forms part of a pilot project, initiated by HE-AIDS, concerning the integration of HIV and AIDS into a module used for teacher 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.

g) Appropriate research and knowledge creation

The Research and Innovation Division at the UJ, under the auspices of the EU/DOE/HESA/HE-AIDS/UJ grant (RIMS Project), distributed research audit questionnaires to all academic departments. This audit is an attempt to collect information regarding past, ongoing and planned research with an HIV and AIDS focus at the University.

h) Community outreach

The Student and Staff Peer Educators were involved in community outreach projects. The Community Engagement Division initiated a psycho-social project at the Joe Slovo Centre of Excellence – specifically talking to children about HIV and AIDS.

Additional activities

The UJ held its Institutional World Aids Day on 26 September 2008. This event was organised by the HIV and AIDS Committee and the programme included an address by UJ Management, as well as UJ students and staff affected by HIV. This special event took place on all UJ campuses and the attendance at each campus varies between 70 (APB) and 250 (DFC).

Challenges

The following challenges were highlighted:

- Departments and/or individuals not responding to requests for information regarding HIV and AIDS-related activities they may be involved in so the University can have a complete data base of HIV and AIDS-related projects or activities for the University.
- Lack of interest from stakeholders (especially representation from all the unions on all campuses) to consistently participate in the projects.
- Lack of an incentive system for Staff Peer Educators.

OCCUPATIONAL HEALTH PRACTICE

Service delivery

The Occupational Health Practice has been crafted in alignment with the University's upward thrust in the Higher Educational landscape. Supporting strategic intent while adhering to ethical-legal norms, the Practice has evolved to lead. The traditional role of Occupational Health has been augmented and tailor-made to serve the UJ environment. The framework, strategy and structure have been set. The unique 'at-risk' environments have been audited for risks to health and programmes implemented to address and mitigate risk over a wide basis.

Strategic planning focused on creating a policy framework, health risk auditing, medical surveillance, growing 'resilient timber' in the executive and operational leadership and preparation for the Institutional Audit. A 70% growth in the Practice has been experienced since 2007. Main contributors were the expanding number of interventions initiated or requested from this service.

Medical Surveillance has been directed towards selected "at risk" groups. Groups included, *inter alia*, radiation workers, painters, drivers, food handlers and employees exposed to hazardous chemical and biological agents. Medical and biological monitoring has been undertaken beyond the statutory requisite: students at risk have been assessed to the same standard as employees – at no cost.

The Executive Resilience Programme has been expanded to include all Personal Assistants to the Executive Leadership Group (ELG). The in-house model that has been adopted for this purpose, provides for a team of professionals who screen clients for impacts of occupational stressors. Therapeutic interventions follow where indicated.

The Vice-Chancellor mandated the Occupational Health Practice to research, source and implement Executive Coaching 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. Implementation is due early in 2009.

The Disaster Management portfolio has been allocated to the Co-coordinator: Protection Services. Within this context the Occupational Health Practice has developed a Roving Triage Plan to supplement the central Emergency Operations Plan. The Triage Plan describes the roles of Health Care Workers in the event of the need for medical rescue at UJ Disaster sites.

The Occupational Health Practice facilitated Basic Life Support training for Health Care Workers and Medical Responders from Protection Services. One candidate from Protection Services was sponsored by the Occupational Health Practice to undergo an advanced Life Support course: he is now qualified as an Intermediate Life Supporter (highest paramedic qualification at the UJ). All qualifications are endorsed by the American Heart Association.

Occupational Health Risk Auditing has been conducted in a prioritised manner relative to resources: low financial and human resources have unfortunately contributed to the underdeveloped goal of equitable service delivery across the board.

Vaccinations were administered to food handlers, employees exposed to blood (e.g. Health Care Workers and Medical Responders at Protection Services) and official travellers, depending on their individual Occupational Risk Exposure Profiles.

Comprehensive Event Risk Management has evolved at the University and places the UJ in the lead amongst peers. In collaboration with Protection Services, the Occupational Health Practice liaises between event organisers and the contracted Paramedic Service Provider (Netcare911) 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. Emergencies are assessed and referrals arranged. Documentation and procedural requirements from the Department of Labour is upheld. A trend identified has been the high prevalence of upper limb injuries. This could be attributed to large expanses of tiled flooring being slippery when wet due to rain. Staircases also contributed to these injuries. Two cases of Post Traumatic Stress Disorder have been reported as an Occupational Disease after a robbery at a financial division.

Radiation control at the UJ was assessed and found in need of central governance. The Occupational Health Practice called and arranged a workshop with all stakeholders and recommendations were conveyed to line management. An urgent appeal was made to create a new position for a Radiation Protection Officer.

Employees who work with radioactive sources at the UJ are duly registered with the Directorate of Radiation Control at the Department of Health, after undergoing the prescribed medical examination. The examination is repeated every 14 months. All Radiation Workers are issued with dosimeter badges to measure their individual accumulated doses. The dosimeters are dispatched to the SABS where radiation is quantified. Results received after each wearing period of 4 weeks are assessed for risk to employees.

Employee profile

The Occupational Health Service was staffed by one full-time employee, two part-time locum Professional Nursing Practitioners, a consultant and a student assistant. The Human Resources capacity needs to be developed to optimal stature to achieve equitable service delivery. Line management turned down the appeal to fill permanent positions at DFC, APB and SWC.

Client profile

The primary clientele of the Service was employees. A secondary group of persons at risk consisted of students, contractors and visitors to campus sites.

Occupational Health '*Clients*' received 44% of all interventions for baseline or periodic medical examinations based on their Occupational Risk Exposure Profiles.

Occupational Health '*Patients*' reported to the Practice when they were unwell, whether physically or emotionally. A very disconcerting finding was the high prevalence of stress-related diagnoses. This fact mirrors the findings of the Institutional Culture Survey and could be symptomatic of overburdening, transformational processes and leadership styles.

Governance

External governance is derived from the World Health Organisation, International Labour Organisation, and South African legal-ethical framework. The internal structure has been negotiated and will contribute to optimal functioning as phasing in of Human Resources realises over the medium term. Policy drafts have been completed. Standard Operating Procedures are being compiled.

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.

Quality Management System

Intrinsic to Occupational Health are processes which require local and global benchmarking, offsetting continual realignment. Processes are measured against OHSAS 18001 standards. Occupational hygienists, when conducting surveys on site, will benchmark our standards against best practices in industry. Quality is sought in every intervention and point of contact with clients and patients. Under serviced areas are listed as risk factors.

Possible risk factors and interventions required

The low emergency preparedness level places the University population at risk. Reinstatement of the Workgroup or Disaster Committee will ensure that further development of structures will place planning for emergencies on a firm footing.

Universal control of radioactive 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 prepared in collaboration with the Dean: Faculty of Science. A combined model for an Academic/Radiation Protection Officer is suggested.

Incorrect storage and waste management of hazardous chemical substances could result in explosion, contamination and overexposure. The Occupational Safety Department now manages the portfolio for all Waste Management. Bilateral collaboration exists between Occupational Safety and Occupational Health Divisions.

Consequences of the current vacancies in the Occupational Health domain include that some risks may go undetected, not audited, nor mitigated or eliminated. It has the result that little focused medical surveillance beyond high risk groups identified in audits or incidents, is taking place at DFC, APB and SWC. Employees do not yet have equitable accessibility to Occupational Health. Approval has not been granted for the filling of these new positions.

Key strategic thrusts for 2009

Strategic UJ focus on its people supports the aims of the Occupational Health Practice. Providing Executive Coaching and building resilience amongst leaders are prime focus areas. Apart from the focus on the group of Personal Assistants to executive leadership, the Resilience Programme will be extended to the Heads-of-Department group in Jan 2009.

Widening the auditing base to include all Occupational Health Risks will be critical to building a comprehensive UJ Occupational Health Risk Profile.

Policy approval and self-evaluating auditing will be fundamental preparation for the HEQC Institutional Audit in 2009.

Emergency Preparedness at the UJ remains a focused enhancement of the levels of awareness and preparedness for emergency operations is priority.

The UJ Occupational Health Practice continues to differentiate and position itself as a leader amongst peer tertiary academic institutions. Processes and systems are tailored to the needs of the unique and complex occupational environment. The Human Resources capacity must be grown to ensure the optimal rollout of the Occupational Health Service to all campuses.

A handwritten signature in black ink, appearing to read 'Marie Muller', is centered on the page.

Marie Muller (Prof)

Registrar

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 2008, has applied the Code of Corporate Practices and Conduct, and the Code of Ethical Behaviour and Practice as set out in the King II Report. PricewaterhouseCoopers (PwC) are the existing external auditors. The annualised 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 2008. 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 membership is also independent members. A new committee, the Naming Committee, was established in 2008 and is responsible for the naming and renaming of premises, buildings, etc. in accordance with the policy in this regard that was approved by MEC and Council in 2008. The Committee held one meeting in 2008.

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

The Chair of the Finance Committee, Ms Trix Coetzer, is the Chief Operating Officer of Absa Corporate and Business Bank and she also holds a CA (SA).

The chairperson of the Human Resource Committee, Mr J Dikgole, is the Chief Executive Officer: Wholesale and Retail SETA and holds a Teachers' Diploma, a MAP (Wits Business School), a BCompt (UNISA) and a 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 2008 has been satisfactory with the exception of the Human Resources Committee and is reflected in the tables below. Attendance is marked as ✓, and absence/apology as ✕. [Note: The attendance status of the Council is reflected in the Chairperson's Report on page [xx].]

Table 42: Attendance Status of Executive Committee of Council

Executive Committee of Council				
Members	26 February 2008	31 July 2008	25 September 2008	11 November 2008 Special
Ms T Coetzer (Vice-Chair)	✓	✓	✓	✓
Mr J Dikgole	✓	✕	✓	✓
Mr C Gebhardt	✓	✓	✕	✓
Prof R Marcus (Chair)	✕	✓	✓	✓
Mr J Njeke	✓	✓	✓	✕
Prof IL Rensburg	✓	✓	✓	✓
Prof D van der Merwe	✓	✓	✓	✓

Table 43: Attendance Status of Audit and Risk Committee of Council

Audit and Risk Committee of Council				
Members	9 April 2008	10 June 2008	8 September 2008	17 November 2008
Mr B Hoboyi	Not member yet	✓	✗	
Mr J Njeke (Chair)	✓	✓	✓	✓
Prof IL Rensburg	✓		✓	✓
Mr KB Sibiya	✓	✗	✓	✓
Adv C van Staden	✓	✓	Co-opted member	
Adv C van Staden (co-opted)	Full member		✗	✓
Prof D van der Merwe	✓	✓	✓	✓

Table 44: Attendance Status of Finance Committee of Council

Finance Committee of Council			
Members	14 February 2008	30 July 2008	3 November 2008
Ms T Coetzer (Chair)	✓	✓	✓
Mr J Dikgole	✓	✓	✓
Prof JH Kriek	✓	✓	✓
Dr S Lushaba	✗	✗	✗
Judge FR Malan (co-opted)	✓	✓	✓
Ms M Nyoka	✓	✓	✗
Prof IL Rensburg	✗	✓	✓

Table 45: Attendance Status of Human Resources Committee of Council

Human Resources Committee of Council					
Members	14 February 2008	24 April 2008	22 May 2008 (Special)	31 July 2008	11 November 2008
Mr J Dikgole (Chair)	✓	✓	✓	✓	✗
Prof R Marcus	✓	✗	✓	✓	✓
Ms T Mgoduso		Not member yet			✓
Prof NI Morgan	✓	✓	✗	✓	✗
Ms Z Nzalo	✓	✓	✗	✗	✓
Prof IL Rensburg	✗	✗	✓	✗	✓
Dr W Rowland	✓	✗	✗	✓	✓
Ms K Thoka	✓	✓	✓	✓	✓
Prof D van der Merwe	✓	✓	✓	✗	✓
Prof S Verwey	✓	✓	✗	No longer member	
Ms T Mgoduso		Not a member yet			✓

Table 46: Attendance Status of Planning and Resources Committee of Council

Planning and Resources Committee of Council				
Members	11 February 2008	23 April 2008	23 July 2008	22 October 2008
Mr J Bassill	✓	✓	✓	✓
Ms A Botha	✓	✗	✓	✓
Prof IC Burger	✓	✗	✓	✓
Mr C Gebhardt (Chair)	✓	✓	✓	✓
Prof JH Kriek	✓	✗	✓	✓
Mr H Kruger	✓	✓	✗	✓
Prof NI Morgan	✗	✓	✓	✓
Comm NJ Mxakato-Diseko	✗	✗	✓	✓
Dr R Ramparsad	✓	✓	✗	✓
Prof IL Rensburg	✗	✓	✓	✗
Prof D van der Merwe	✓	✓	✓	✓
Mr J van Schoor	✓	✗	✓	✓

Table 47: Attendance Status of Ellen Khuzwayo Council Awards Committee

Ellen Kuzwayo Council Awards Committee of Council	
Members	5 June 2008
Prof S Gravett	✓
Prof R Marcus (Chair)	✓
Prof ME Muller	✓
Comm NJ Mxakato-Diseko	✗
Prof J M Otto	✓
Prof A Parekh	✓
Prof IL Rensburg	✓
Prof R Ryan	✓
Mr KB Sibiyi	✓
Ms J Siwani	✓
Prof D van der Merwe	✓

Table 48: Attendance Status of Honorary Degrees Committee of Council and Senate

Honorary Degrees Committee of Council	
Members	5 June 2008
Prof S Gravett	✓
Prof A Habib	✓
Prof R Marcus (Chair)	✓
Prof ME Muller	✓
Comm NJ Mxakato-Diseko	✗
Prof JM Otto	✓
Prof A Parekh	✓
Prof IL Rensburg	✓
Prof R Ryan	✓
Mr KB Sibiyi	✓
Ms J Siwani	✓
Prof D van der Merwe	✓

Table 49: Attendance Status of the Naming Committee

Naming Committee (Combined Council and MEC committee)	
Members	24 November 2008
Ms A Botha	✓
Mr S Fhatuwani	x
Prof A Habib (Chair)	✓
Mr L Jona	x
Judge FR Malan	✓
Mr D Manganye	✓
Prof NI Morgan	x
Prof Z Mtumane	✓
Ms K Ngakantsi	x
Prof L Patel	x
Prof IL Rensburg	✓
Ms S Seyama	✓
Mr KB Sibiya	✓
Prof J Spowart	✓
Mr K Swift	✓
Ms T Tani	x
Prof D van der Merwe	✓

Council Orientation

The Council Orientation Programme (developed in 2007) was distributed to newly appointed members of Council. Matters of significance considered and discussed by the Council are reflected in the Chair of Council's Report (see page xx).

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 at all selection committees for the appointment and promotion of employees.

During the course of 2008, a joint Management-Trade Union Task Team reached agreement on Phase One of a future harmonised remuneration dispensation for the University.

Employment Relations at the UJ during 2008 had no extraordinary trends or events. A total of 13 disciplinary hearings were conducted during the year and 14 external labour law cases were pending. No industrial action was experienced during 2008, albeit that unionisation levels remain unusually high for 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 Health Advisory Committee as well as the institutional HIV and AIDS Committee. Draft institutional policies are also submitted to the Student Affairs Division during the process of consultation. Regrettably, no input was received on policies submitted to them in 2008.

Student conflict during the determination of student fees was adequately managed by the Advisor to the Vice-Chancellor, the Pro Vice-Chancellor and the Deputy Vice-Chancellor: Finance.

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 and the Report serves at Council and MEC for 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 Report on Risk Management.)

DALRO blanket copyright licence

The Dramatic Artistic and Literary Rights Organisation 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; and
- facilitating appropriate ethical decision-making.

Code of Ethics for House Parents

The former institutional codes will be replaced by the Code of Ethics for House Parents, which will be based on primary values such as accountability, social responsibility, participation, integrity, respect and excellence. The intent of this Code is to create an awareness of ethical responsibility and to serve as a framework for ethical decision-making and behaviour. House parents also sign a Code of Integrity focusing on the following dimensions:

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

Security for Information Technology

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

Students' Code of Conduct

The Regulations were approved by the Senate, 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.

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; and
- a section that specifies what the leaders will not do, with reference to the advancement of self-interest and contraventions of codes of conduct.

Sexual harassment

The University's Sexual Harassment Policy was approved in 2005. 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 2008.

MANAGEMENT EXECUTIVE COMMITTEE

The Management Executive Committee (MEC) consists of the Vice-Chancellor and Principal (Chair), 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 25 meetings were held in 2008). 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. The attendance of the MEC meetings is high and is reflected in the table on the next page.

MEC Committees

The following MEC Committees were operational in 2008: the MEC Academic, the MEC Operations, 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 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

Table 50: Attendance status of the Management Executive

Management Executive Committee attendance 2008	
Members	15 January 2008 29 January 2008 12 February 2008 26 February 2008 4 March 2008 (continuation of 26 February) 11 March 2008 8 April 2008 6 May 2008 20 May 2008 3 June 2008 4 June 2008 (continuation of 3 June) 17 June 2008 15 July 2008 18 July 2008 (special) 29 July 2008 12 August 2008 26 August 2008 9 September 2008 23 September 2008 7 October 2008 21 October 2008 4 November 2008 12 November 2008 (special) 18 November 2008 2 December 2008
Prof A Habib	✓ ✓ ✗ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✓ ✓ ✓ ✓
Prof JH Kriek	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof NI Morgan	✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✗
Prof ME Muller	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof A Parekh	✓ ✓ ✓ ✗ ✗ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✗ ✓ ✓ ✓ ✓
Prof IL Rensburg (Chairperson)	✓ ✓ ✗ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof D van der Merwe	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓
By invitation Dr MR Kgaphola	✓ ✓ ✗ ✓ ✓ ✓ ✓ ✗ ✓ ✗ ✗ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✗ ✓ ✗ ✓ ✗

on risks with all divisions and sub-divisions within the University, resulting in a 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 51: Attendance status of the MEC Academic Committee 2008

MEC Academic Committee 2008	
Members	22 January 2009 05 February 2008 04 March 2008 18 March 2008 15 April 2008 13 May 2008 10 June 2008 20 June 2008 (Special) 22 July 2008 19 August 2008 16 September 2008 30 September 2008 14 October 2008 28 October 2008 11 November 2008 25 November 2008
Prof T Andrew	✓ ✓ No longer member
Prof T Auf der Heyde	✓ ✓ ✓ ✓ No longer member
Prof I C Burger	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof E de Kadt	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof A Dempsey	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ A ✓ ✓ ✓ ✓
Prof S Gravett	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof A Habib	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✗ ✗ ✓ ✗
Prof H Kirsten	NM ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗
Prof S Kruger	NM ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof J Luiz	✓ ✓ ✓ ✓ ✓ NLM
Dr C Masuku	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✗ ✓ ✗ ✗ ✓
Prof M Muller	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof J Otto	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Prof A Parekh	✓ ✓ ✗ ✓ ✗ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✓ ✓ ✓ ✗
Prof R Ryan	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof M Sauthoff	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof A Swart	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✓ ✓ ✓ ✓ ✓
Prof D van der Merwe (Chairperson)	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✗ ✗ ✓ ✓ ✓ ✓ ✓

Table 52: Attendance status of the MEC Operations Committee 2008

MEC Operations Committee 2008					
Members	15 February 2008	20 March 2008	29 May 2008	31 July 2008	30 October 2008
Prof T Auf der Heyde	✓	✓		NLM	
Mr J Bassill	✓	✓	✓	✓	✗
Prof I Broere	✓	✗	✓	✓	✓
Prof E de Kadt	✓	✓	✓	✓	✗
Mr F Heyneke	✓	✗	✓	✓	✓
Prof W Hollander	✗	✓	✓	✗	✓
Prof G Jacobs	✓	✗	✓	✓	✗
Prof H Kriek	✓	✗	✓	✓	✓
Mr H Kruger	✓	✓	✗	✓	✓
Prof B Mandew	✓	✓	✓	✗	✓
Dr C Masuku			NM		✗
Ms T Mgoduso			NM		✗
Prof N Morgan (Chairperson)	✓	✓	✓	✓	✓
Ms H Sander	✓	✓	✓	✓	✓
Mr K Swift	✓	✗	✓	✓	✗
Mr J van Schoor	✗	✓	✓	✓	✓
Prof S Verwey	✓	✓	✓	NLM	
Mr A Vorster	✓	✓	✓	✓	✓

Table 53: Attendance Status MEC Risk Management Committee 2008

MEC Risk Management Committee			
Members	24 January 2008	14 August 2008	29 October 2008
Mr J Bassill	✓	✓	✗
Prof A Habib	✗	✗	✗
Ms R Jansen van Vuuren	✓	✓	✓
Ms J Kemp	✗		✓
Prof J H Kriek (Chairperson)	✓	✓	✓
Prof B Marx	NM	✓	✓
Ms T Mgoduso		NM	✗
Prof NI Morgan	✗	✓	✗
Prof ME Muller	✓	✓	✗
Prof A Parekh	✓	✗	✗
Prof IL Rensburg	✗	✗	✗
Prof R Ryan	✓	✓	✗
Ms E Sorour	✓	✓	✓
Prof A Swart	✗	✓	✗
Prof D van der Merwe	✓	✗	✗
Mr J van Schoor	✓	✗	✓
Prof S Verwey	✓	✓	NLM
Mr A Vorster	✗	✓	✓

Table 54: Attendance status MEC Committee for People with Disabilities

MEC Committee for People with Disabilities				
Members	21 February 2008	14 May 2008	27 August 2008	16 October 2008
Mr J Bassill	✓	✓	✗	✓
Ms A Boshoff	✗	✗	✗	✗
Adv A Coetzer	✓	✗	✗	✓
Prof E de Kadt	✓	✓	✓	✗
Mr K de Wet	✗	✓	✗	✗
Ms C Engelbrecht	✓	✓	✓	✓
Dr C Govender	✓	✓	✓	✗
Mr A Louw	✓	✓	✓	✓
Prof MS Mandew (Chairperson)	✗	✓	✓	✓
Dr J Manyaka	✗	✓	✓	✗
Ms M Maseko (SRC)	✓	✓	✓	✗
Ms M Mphanje	✓	✓	✗	✓
Mr K Ntombela	✓	✗	✗	✗
Dr A Pretorius	✓	✓	✓	✓
Ms E Pretorius	✗	✓	✓	✓
Prof G Pretorius	✗	✗	✓	✗
Ms G Sierra	✓	✗	NLM	
Prof A Swart	✗	✓	✓	✓
Ms S Taylor	✓	✓	✓	✗
Prof D van der Merwe	✗	✓	✗	✗
Ms W van Reenen	✓	✓	NLM	
Sr E Venter	✗	✗	✓	✗
Ms H Vermaak	NM		✓	✓
Mr P Zingitwa	✗	✓	✗	✓

Governance review

A governance review system for the Management Executive 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; and
- 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 2008. The results are reflected in the instrument that was used (see Table 55). Compliance with national transformation imperatives received the lowest rating (based on the University's equity profile and slow progress in this regard).

Table 55: Management Executive Governance Performance Review Instrument and Results

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

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					✓
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	20
Average 4.3					

COMMITTEE GOVERNANCE

The University's committee governance structure is reflected in Annexure x. 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 and 2008 (see Chairperson of Council's Report, p. xx). 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 Standard Institutional Statute). The results of these performance reviews are reflected as Annexures xx to xx.

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 of academic rules and regulations;
- finalisation of documents approved by Senate and/or Council for placement on the internal Intranet;
- contract management: the life cycle of contracts, including assistance with the drafting of contracts, classification of contracts, scanning and archiving, retrieval, preserving and integrity;
- electronic document management in consultation with the ITC department;
- assessing draft agreements/contracts for legal best-practice compliance; and
- general governance support to the Registrar.

Contract management

The electronic register was finalised in 2008. An internal audit on contract management was also conducted in 2008. A policy on contract management was drafted, taking into consideration the recommendations resulting from the internal audit. The Delegation of Authority on contracts/agreements was approved by the Management Executive Committee and the Finance Committee of Council in 2008.

Policies, rules and regulations

A significant number of policies and other documents were translated into the other three languages and placed on Intranet. The following policies were developed, approved and placed on the University's Intranet, and where required, also on the UJ website during 2008:

- Admission requirements for National Senior Certificate holders
- Amended Academic Regulations
- Academic Programme Policy
- Academic appointment and Promotion Criteria
- Work Integrated and Service Learning Policy
- Community Engagement Policy
- Policy on Plagiarism.

Academic administration governance

The Risk Mitigation Strategy within academic administration is rigorously implemented and was refined towards the end of the year. This mitigation strategy has proven to be very successful as reflected in the internal audit reports related to academic administration activities (certification and examinations) of 2008 and in the final student data HEMIS Report. The process for online registration was fully developed for implementation in 2009.

Access to information

The process regarding access to information was fully implemented in 2008 and an electronic report for external submission was generated.

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. Regrettably no feedback from the Department of Education was received, except a letter of apology for not having attended to the draft UJ Statute.



Marie Muller (Prof)

Registrar

INSTITUTIONAL FORUM REPORT

The Institutional Forum (IF) 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:

- 20 February 2008
- March 2008 (special meeting)
- 15 May 2008
- 26 May 2008 (special meeting)
- 14 August 2008
- 8 October 2008

Although attendance was better compared to 2007, the turnover is high with the following members resigning in 2008: Dr G Goldman, Ms R Jansen van Vuuren and Dr M Kruger before their term of offices had expired: The attendance is reflected in Table 56.

Table 56: Attendance Status of IF Members

Institutional Forum attendance 2008						
	20 February 2008	15 May 2008	26 May 2008 Special	14 August 2008	8 October 2008	10 November 2008
Prof P Alexander	NM	✓	✓	✗	✓	✗
Prof T Andrews	✓			NLM		
Prof I Broere	✓			NLM		
Dr G Goldman	✓			NLM		
Ms R Jansen van Vuuren	✓	✓	✗	✗	✓	✓
Ms B Kgori		NM			✗	✓
Dr M Kruger	✓	✗	✓	✗	✓	✓
Mr Z Kwinika	✗	✓	✗	✓	✓	✗
Mr C Lock	✗	✗	✗	✗	✗	✗
Mr G Matheba	✓	✓	✗		NLM	
Ms L Mokae		NM			✓	✓
Prof K Moloi	✗			NLM		
Prof NI Morgan	✓	✓	✗	✓	✓	✗
Comm NJ Mxakato- Diseko	✓	✓	✓	✓	✗	✓
Mr S Nalla	✗	✓	✗	✓	✗	✓
T Nevondo	✗	✗	NM	✓	NM	NM
Prof A Oldewage	✓	✓	✗	✓	✓	✓
Prof A Parekh	✗	✓	✓	✗	✗	✓
Mr R Petersen (Chairperson)	✓	✓	✓	✓	✓	✓
L Simelane	✗	✓	✓	✓	✗	✗
Ms J Siwani	✓	✗	✓	✓	✗	✓
Prof JC Sonnekus	✓	✓	✗	✗	✗	✗
Prof B von Solms	NM	✓	✓	✗	✗	✓

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

- Vice-Chancellor's report/communiqué
- The Whistle-Blowing Policy
- DoE's review of IF's

- Transformation at UJ
- State of employee resignations
- Harmonisation/Remuneration progress reports
- Outstanding merger issues
- Retirement age at UJ
- Culture Integration Survey: results and research methodology
- Culture Integration Project: progress reports
- Employment Equity Report and future targets
- Status report: Human Resources
- Comparison of UCT and UJ salaries/remuneration
- Election of IF representative on the Senate Language Committee
- Ensuring that the UJ remuneration policy is market related
- Balancing equity targets with retaining and sourcing of scarce skills
- Recruitment and Retention strategy
- Performance Review strategy
- Election of deputy chairperson of IF
- Review/advice on advertisements: executive deans
- Institutional audit: progress reports

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

- Executive Director: Research and Innovation
- Executive Dean: Faculty of Engineering and Built Environment
- Executive Dean: Faculty of Law



Marie Muller (Prof)

Registrar

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-organized and unique experience to students, staff and the external community of 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 was structured during the merger process to accommodate a collaborative strategy and integrated approach for the provision of sport participation, as well as sport-related education and training opportunities to all stakeholders within and outside the University. This process was completed in March 2009 after thirty four (34) meetings or work sessions which varied in duration from one to six hours per session. UJ Sport was structured into a complex, yet functional unit, with the responsibility to provide sport and movement opportunities to students, staff and external communities of the University of Johannesburg (UJ).

A vision of "Setting the trend in Sport and Human Movement" was adopted, and a mission statement, "To provide multi-levelled academic and sport opportunities to communities through innovative and integrated professional services and programmes" was formulated and accepted. The vision and mission of UJ Sport is further underpinned by core values that include sport excellence, integrity, and respect for diversity, accountability, individuality and collective effort, as well as innovation.

Eight strategic goals which guide the implementation of the vision and mission were identified and they are in line with the set of ten goals of the University. 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, innovatively engage in local, national and international research and scientific endeavours in sport and movement, 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 commercialization.

An initial leadership strategic planning session was held from 8 to 10 April 2008 at Stonehenge, Parys with the specific goals to, as a newly-appointed management group (March 2008), discuss the immediate goals of UJ Sport, identify and debate solutions to challenges and operational aspects resulting from the new management structure, and determine how the main aspects from the strategic document jointly produced by a UJ Sport Task Team and Accenture will be addressed.

On 23 May 2008, the Unit Managers presented their unit strategic focus areas for 2008 to the Deputy Vice-Chancellor: Finance, and highlighted six (6) strategic goals for 2008, namely increase participation of students in sport on all campuses; align the activities of the high performance programme with that of the different sports clubs; align community engagement projects; develop a strategy for marketing, publicity and recruitment; structure a commercialization unit and develop sound and sustainable initiatives; and enhance transformation through a dedicated charter.

In order to obtain the above-mentioned goals, an organisational structure was compiled for UJ Sport which cultivates a strategy of collaboration between academic departments in the University and in particular the Department of Sport and Movement Studies, the Biokinetic Clinic and the sport participation environment (Sports Bureau) through an integrative approach of sharing knowledge and resources [human, physical, information] in order to maximize compliance with the vision, mission and goals of UJ Sport, and ultimately with that of the University.

The management structure of UJ Sport constitutes Marketing, Commercialization, Secretariat and Participation Resources divisions, as well as the academic Department of Sport and Movement Studies. The Participation Resources division is further divided into the Biokinetic Clinic, Performance Excellence, as well as the Sport Clubs units (see Annexure A). Each division and unit aligns itself with the vision, mission and strategic goals of UJ Sport, and therefore with that of the University.

UJ Sport is governed by a Sport Management Executive Committee (Executive Director Sport, Director Participation, Head of 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, Biokinetic Clinic, Recruitment, Marketing and Events and Secretariat exist in order to manage the specific responsibilities and delivery of services of those entities. Sub-committees supplement the functioning of these committees such as recruitment, housing, bursaries and community engagement committees.

Human Resources

Staff members were matched-and-placed in UJ Sport during February and March 2008 as part of the Accenture process. In some cases positions were advertised internally, interviews completed and staff appointed. Forty-eight (48) staff members (excluding coaches, administrators and technical officials who are either contracted or volunteers) are currently employed in the UJ Sport structure, of whom 28 are male (58.3%) and 20 (41.7%) female. Of the 48 staff members 32 (66.6%) are white and 16 (33.4%) black. Eleven vacant positions currently exist that have been filled with contract and fixed-term appointments, but which will be filled on a permanent basis during 2009.

Professional Development Plans (PDPs) were developed for all UJ Sport staff by the Psychology Unit of UJ Sport, while training has been implemented 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 2009.

Community engagement

It is the imperative of all UJ Sport Units to be engaged in communities. Six (6) sport clubs (Athletics, Basketball, Cricket, Football, Hockey and Rugby) were involved in seven (7) projects that focussed on coaching, talent identification and coaches' development. The Biokinetics Clinic provided Biokinetic services to senior citizens.

The different localities of these projects were Vorentoe and Linden High Schools, Westbury, Diepsloot, Grace Bible Church and the Johannesburg Prison. Some of the projects were offered at UJ facilities such as the AW Muller Stadium, UJ West sport facilities, as well as the UJ Stadium. A total of 59 UJ staff members and 65 students were involved in these projects with a total number of 718 recipients.

Marketing

UJ Sport is in a unique position to be the only University for which a separate sport logo was developed. UJ Sport focussed on enhancing the visibility of the new University by standardizing the participants' clothing. Generic clothing was designed by the original company responsible for the branding of the University (Interbrand Sampson) in conjunction with a well-known sport clothing supplier and representatives from the students and the UJ Sports Bureau. Although a separate logo was designed for each sport code, the UJ Sports Bureau decided to initially use the generic sports logo to establish the UJ Sport and UJ brand. Various activities/projects were designed and launched to establish the UJ and UJ Sport brand.

Newsclip recorded the value of printed and electronic media coverage received by UJ Sport during 2008. The publicity value that UJ Sport generated increased from R12 280 194 to R14 080 510, an increase of R1 800 315 or 14.7%. A 2008 initiative was further to establish a UJ Sport Supporters Club. The main goal was to strengthen the UJ Sport brand amongst the general student, staff and alumni environment. A creative student, Graham Hood, designed the logo which was printed on T-shirts and distributed to students attending Varsity Cup home matches, as well as the Intervarsity in 2008.

Various introduction presentations to first-year students were conducted by UJ Sport staff members on 25 January 2008 on all four campuses of UJ, in order to introduce UJ Sport to first-year students and newcomer 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 the Auckland Park Kingsway Campus (APK) was organized on the foyer and road shows took place on the Auckland Park Bunting (APB), Doornfontein (DFC) and Soweto Campuses (SWC) during February 2008. UJ Sport was further represented at the Open Day on 17 May 2008 by all three (3) divisions that constitute UJ Sport, namely the academic Department of Sport and Movement Studies, the Biokinetics Clinic, as well as the Sports Bureau.

Recruitment

UJ Sport, in liaison with other UJ Departments such as PsyCaD, Marketing and Alumni, identified various projects/events for recruitment purposes. 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 Sports Bureau staff, the UJ Sport Performance Excellence programme and a well-organized 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), junior clubs (athletics, hockey, cricket, netball, aquatics and Sport for Students with Disabilities), 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 Stithians, St Johns and KES Easter Festivals, Open Days and Road Shows, and the hosting of events.

The Director Sport represented UJ Sport at a UJ recruitment workshop at STH on 22 February 2008. A recruitment workshop, facilitated by Powerhouse Consulting, was attended by the Sport Managers at the Astro grounds on 16 and 17 April 2008. Various discussions regarding recruitment followed, resulting in a recruitment strategy being developed which will be implemented during 2009.

Sports bursaries assist participating students with tuition fees, as well as their sport participation opportunities. UJ approved and awarded 394 sport bursaries during 2008, based on specific criteria and requirements. The Gauteng Legislature (Department 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 third consecutive year.

During 2006, a process was started to investigate scholarships, and a number of sport clubs implemented this system during 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.

Events and functions

Apart from the annual University Sport South Africa (USSA) tournaments that UJ Sport participated in during the first week of July and December in 2008, UJ also participated in the annual Intervarsity against the University of Pretoria (hosted by UP) on 8 March 2008 as part of their centenary year.

Bigger events hosted by UJ Sport were:

- the USSA Rowing Sprints from 27 to 29 March 2008 at the Vanderkloof Dam (13 institutions participated);
- the Rugby Bondedag on 20 and 21 June 2008 (±800 participants and officials);
- the UJ Mini Hockey Round Robin on 14 May 2008 (±700 participants, parents and officials);
- the 2nd National Indoor Regatta at the Soweto campus during September 2008; and
- the 2nd African Rowing Coaches Conference during September 2008.

The annual Sport Gala function, a formal dinner was hosted at Usambara (for the second consecutive year) on 2 October 2008. The Sports Dinner is the highlight of the UJ Sport participation calendar and combines recognition of outstanding achievements on sporting and academic fronts where gold, silver and bronze awards were made to achievers in 10 different categories. The Sportswoman of the Year for 2008 was Roxanne Turner (Hockey) and Juan Van Deventer (Athletics) was the Sportsman.

Four (4) smaller functions were arranged to congratulate and commend students, staff and stakeholders on their respective sport-related achievements during 2008. UJ full Colours awards, as part of honorary commendations were presented at the separate sport clubs' annual functions. Full colours were awarded to 46 candidates: 4 re-awards and 42 new awards were made to candidates in 13 different sport codes. Two (2) further functions for students before their departure to participate in USSA tournaments were held, namely on 19 June and 25 November 2008.

Performance excellence

A performance Excellence Unit was formally established during March 2008 as part of the restructuring process of UJ Sport, and comprises of two (2) units, namely the Sport Science and Sport Psychology Unit. Some of the programmes currently running within the Performance Excellence Unit were already operational in 2007 within the Institute for Biokinetics and Sport Science. During 2007, a screening programme for bursary holders was developed and implemented. Screening is executed by physiotherapists, chiropractors, podiatrists, sport scientists, sports vision practitioners, sport psychologists and nutritionists. A total of 246 athletes were screened in 2008. The Performance Excellence Unit tested a further 561 high performance athletes, compared to 402 in 2007. This represents an increase of 39.6% in the testing of athletes, while an increase of 361 (81.1%) interventions was recorded in 2008 measured against the 445 interventions in 2007.

During 2007, injured UJ athletes were assisted with Biokinetics rehabilitation by the Institute for Biokinetics and Sport Science. Athletes were treated on both APK and APB campuses. An increase of 28 (17.9%) Biokinetic interventions were recorded in 2008, against the 156 interventions of 2007.

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 sports code to assist with strength and conditioning for the specific sport 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 in the 18 Sport Science Honours students were required to assist the coaches in specific sport codes with fitness conditioning sessions on the field.

The Unit for Sport Psychology provides a range and quality of services which includes academic services, psychology, sport psychology, training, development and life skills. They also design and implement new interventions and programmes, increase the number of teams and/or individuals making use of services and monitor the quality of services rendered.

Biokinetic Clinic

The Biokinetic Clinic provided comprehensive services for the assessment, prevention and treatment in the following fields: orthopaedics, neurological, CAD and special population groups (e.g. children, advanced age and wellness). The number of Biokinetic intervention sessions increased by 78 % (from 1 536 to 2 738) in comparison with 2007.

Academic support was provided to the Department of Sport and Movement Studies (Faculty of Health Sciences) with six (6) tutorials to the Biokinetic Honours students, two (2) guest lectures for the Sport Science Honours students, as well as advisory support to a chiropractic student. The Biokinetic Clinic further provided support to 12 Biokinetic students of the Department of Sport and Movement studies with their internship, as well as practical training programmes.

Commercialisation

The UJ Sport Commercial Unit is working in close relationship with the UJ Commercial Office (Prof Aardt Boessenkool). In 2008, the unit was established after the final Accenture match-and-place was completed in March 2008. A strategy and plan and relevant policies were developed.

In 2008 the UJ Commercial Unit focussed on Sport Products and Services which included the establishment of a Sport Agency (bursary and player contracts), a retail outlet, the publishing of a Moving and Learning manual for young learners (Department of Education Gauteng), contract research for Verimark, five (5) sport courses (Personal Fitness Training, Massage, Sport Nutrition, Pilates and SQA XLR8 – Sport Science).

Sponsors (financial) were obtained from ABSA (for athletics, netball, hockey, cricket, UJ Sport, ABSA Chair for Sport Management), Steinhoff International (soccer), and FNB, Steinhoff, SAB, Canterbury (Varsity Cup). Product sponsors were TK (Hockey), Puma (Athletics), Concept 2 (Hockey) and Mitre (Netball).

Sport participation

UJ Sport provides participation opportunities to all students and staff according to their needs and the 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. Between these extremes, competitive participation (campus leagues) is positioned. This is done to provide different levels and types of sport experiences at UJ. In order to measure the UJ Sport experience of students, a student satisfaction questionnaire was designed and completed by students participating in sport. The result of the research indicated that UJ sport students experience their participation as positive, with particular reference to their coaches, facilities, training and competition, as well as the Sport Managers managing the respective sport clubs and activities.

Within this context in mind, sports clubs at UJ are also categorised (being a social/recreational, competitive or high performance club) based on the compliance with certain criteria. Evaluation is done by all the sport managers of the different clubs annually. Budgets are annually 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 to not only provide high performance opportunities, but also competitive (campus leagues), as well as social participation opportunities to participants. Through this approach participation opportunities are offered to all students on 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.

During 2008, a total of 583 teams participated in sport at UJ (all four campuses) of which 334 (57.3%) were male and 249 (42.7%) female participants. A total number of 8 803 individuals participated in sport during 2008, of whom 5 311 (60.3%) were male and 3 492 (39.7%) female. When the participation on the different campuses is measured against the number of students per campus, Kingsway scores a participation rate of 41% for male and 21% for female participants, Bunting Road 17% for male and 3% for female, Doornfontein 3% for male and 2% for female, and Soweto 16% for male and 5% for female participants. From this it is clear that UJ Sport should increase participation rates for the Bunting, Doornfontein and Soweto campuses in 2009. In order to increase participation on these campuses, access to sport facilities should be investigated, in particular for the students from the Doornfontein and Soweto campuses.

It was decided to evaluate the sports clubs after the finalization of the re-design and re-structuring process. As this process was not finalized during 2007, the clubs were evaluated during October 2008 for the 2008/2009 period. 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. After the re-evaluation of the sports clubs during October 2008, one (1) major change resulted from the evaluation, namely that Basketball obtained the status of a High Performance Club.

The following major achievements were recorded by the different sports clubs in 2008:

Athletics

- UJ ABSA Athletics Club won the men and women's CGA Open Senior Cross Country League, as well as the USSA Cross Country Competition for the seventh consecutive year.
- Juan van Deventer reached the final of the 800 m at the 2008 Beijing Olympic Games and was placed 7th.
- Ruben Ramolefi achieved a 12th place in the 3 000 m Steeple Chase at the 2008 Beijing Olympics.
- Sibisisu Sishi and Pieter Smith competed in the 4 x 400 m relay at the 2008 Beijing Olympics.
- Roger Haitengi was selected for Namibia for the 2008 Beijing Olympic Games, but withdrew due to academic responsibilities.
- Mbuleni Mulaudzi became the 800 m World Indoor Champion in 2008.
- Emmarie Fouché (long jump coach of the ABSA UJ Athletics Club), attended and successfully completed the IAAF Level 4 course in Nairobi, Kenya during July 2008.

Cricket

- The UJ 1st cricket team won the Gauteng Premier League for the 4th consecutive year.
- UJ represented Gauteng at the National Cricket Club Championships in Pretoria in September 2008, and defended their title successfully and became the first club to ever win the title for three (3) consecutive years (4th consecutive year participating at the Club Championships).

- The UJ 1st Cricket team won the final of the Gauteng One-Day League.
- UJ 1st won the Sunday League.
- UJ 1st Saturday league team won the competition for the 8th consecutive year.
- Six (6) players obtained junior provincial colours, and three (3) were included in senior provincial teams.

Football

- UJ women 1st team won the Rand Central Football League for the 3rd consecutive year and has been promoted to the SAFA Johannesburg Women's League.
- UJ men 1st team won the Greater Mayfair Local league.
- The women finished in 1st place, and the men's team 2nd in the USSA tournament held in Durban in December 2008.
- Four (4) USSA tournament awards were made to the UJ teams, namely:
 - Coach of the Tournament: Godfrey Malambule.
 - Top women's goal scorer: Amanda Dlamini (17 goals).
 - Top men's goal scorer: Lehlohonolo Majoro.
- Nine (9) male and eight (8) female students were included in the USSA Squad for 2008/2009.
- Amanda Dlamini, Emily Mogotlhe, Scelestine Shabangu and Kylie-Ann Louw were selected for the African Women's Football Championships.
- Lerato Mamabolo, Sidduze Mthethwa and Amanda Dlamini were selected for the USSA Women's Team with Lerato to participate in the FASU Games and Sidduze Mthethwa and Amanda Dlamini in the World Student Games in 2008.
- Lehlohonolo Majoro was selected to represent the USSA Men's Team that competed at the FASU Games 2008.

Hockey

- The mens 1st team ended second, and the women's 1st team first in the Central Gauteng Premier Indoor Hockey League.
- Seventeen (17) women and twenty one (21) men obtained senior provincial colours.
- Thirteen (13) women and thirteen (13) men obtained junior provincial colours.
- Both the men's and women's 1st teams finished 1st in the Central Gauteng Premier Field Hockey League.
- Rassie Pieterse, the UJ men's first team goalkeeper, was a travelling reserve to the 2008 Beijing Olympics.
- Lisa Deetlefs (UJ Sportswoman of the year 2007) represented South Africa at the 2008 Beijing Olympics.

Netball

- Eight (8) students obtained junior and three (3) senior provincial colours, while one (1) obtained senior national colours.
- Three (3) coaches of the UJ Netball Club coached provincial teams during the 2008 season.

Rowing

- The UJ Rowing Club presented three events during 2008 which were the:
 - second Africa Rowing Coaches Conference during September 2008;
 - second national Indoor Rowing Regatta at the Soweto Campus; and
 - annual USSA Sprints Rowing Regatta at the Vanderkloof Dam in March 2008.

Rugby

- Three (3) students obtained senior national, two (2) junior Springboks, and one (1) junior national colours in 2008.

Aquatics 2007/2008

- Four (4) students obtained senior provincial and three (3) senior national water polo colours in 2008.
- Three (3) women were selected for the USSA water polo team (Naydene Smith, Anke Jacobs and Kate Meintjies).
- The UJ women's water polo team was 2nd out of nine (9) teams at the annual USSA tournament in Pretoria.

Basketball

- Both the women's and men's 1st teams won the Gauteng Premier Basketball League in 2008.
- At the annual Intervarsity, the UJ Men's 1st and 2nd teams beat TUKS for the 3rd consecutive year.
- Both the men's and women's teams finished 2nd at the annual USSA tournament in 2008.
- Two (2) men and two (2) women were selected for the respective USSA squads.
- Three (3) men (M Loate, T Letsebe, A Keogatile) and four women (E Moutlwatse, L Mtsweni, N Njokweni, S Hess) obtained national colours.

Golf

- Lizelle Muller achieved 3rd place in the stroke play over four rounds at the annual USSA tournament. She was also selected for the USSA team.

Martial Arts

- Morgan Moss was selected for the USSA squad to participate at the World Student Games. He further obtained senior national colours in 2008.

Mind Sports

- One (1) student obtained senior provincial colours and two (2) senior national colours (Innocent Khubeka, Sindi Mfumana).

Sport for Students with Disabilities

- Eight (8) students obtained provincial colours of whom five (5) are male three (3) female.
- Thirteen (13) students obtained national colours of whom five (5) junior national (1 female and 4 male), and eight (8) senior national colours (4 male and 4 female).
- Individual performances of students were as follows:

Samkelo Radebe	— Junior provincial and national athletics
Lucky Moloi	— Senior provincial and national athletics
Nekita Braaf	— Provincial athletics
Masego Mokhele	— Senior national athletics / rowing
Khetive Zulu	— Senior national basketball
Zandile Nhlapo	— Junior national athletics
Nthabiseng Mamabolo	— Senior national athletics
Livhwoni Nekhalale	— U/23 power lifting / athletics / tennis / basketball

Squash

- Devon Hendrikse (Gauteng A), Kathryn Blake (Gauteng B), Craig Lentz and Dean Lentz (Both Gauteng C) obtained their respective colours.

Tennis

- Kyle Parfitt was selected for the USSA squad where the final team could possibly participate at the World Student Games in 2009.

Volleyball

- Both the UJ Volleyball men's and women's teams won the Gauteng Premier Volleyball Leagues.
- The men's team came second in the annual USSA tournament in Cape Town.
- Four (4) players were selected to the USSA squads (Patrick Klostermann, Quellin Govender, Thabiso Lekoloane and Portia Phala).

Chess

- At the 2008 USSA event hosted by Rhodes University, the UJ Chess men were placed second overall in the team event.
- Cindy Peters and Mathew Jonker won the respective women's and men's titles for 2008. Johan du Plooy was placed 3rd in the men's section.
- Both Cindy Peters and Johan du Plooy were elected to serve on the USSA Chess Executive Committee for 2009.
- The UJ 1st team was promoted to the Premier Chess League at the end of 2008 for 2009.

Cycling

- Gadi Chait won the Sprint Title at the London Herne Hill Grand Prix, as well as the Sprint and Kierin Titles in a Tri-Nations cycling event versus Australia and Switzerland.
- Michael Pepper won the Yellow Jersey at the USSA Road Cycling Championships. He was also included in the USSA National Squad.

Du- and Triathlon

- Corine Berg is the SA U/23 Elite SA and All Africa Triathlon champion. She finished 26th of 50 triathletes at the World Triathlon Championships in Hamburg on 31 August 2008.

A handwritten signature in black ink, appearing to be 'gk' followed by a long horizontal flourish.

Henk Kriek (Prof)

Deputy Vice-Chancellor: Finance, ICS and Sport

ANNUAL FINANCIAL REVIEW

The 2008 financial results show the effect of tough economic conditions and the negative impact of high inflation. Despite a tough year, the financial principles adopted by UJ clearly state that the budget process will at all times endeavour to ensure a match between recurring expenses and recurring income. Non-recurring income will only be used to finance 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 budget itself and the budgeting process overall in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability) a budget proposal is made to the Management Executive Committee (MEC) for consideration. On approval by the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to the Council.

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

The 2008 results show a operating deficit of R 30 million while the total surplus, after taking investment income (non-recurring) into account, amounts to R 206 million. Total reserves have increased to just over R 2.6 billion. The reserves of the UJ were impacted on by negative markets but a sound investment strategy and good diversification limited the full impact of the global financial crisis.

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 2009, especially the Soweto Infrastructure Project, a large amount of reserves have been specifically earmarked for capital expenditure related to these projects.

The budget philosophy of at least an operating break-even approach should be achieved within the next three years whilst the maintenance of a strong balance sheet is key to the financial sustainability of the University. As the University moves forward on 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.



GBM Coetzer (Ms)

Chairperson: Council Finance Committee



JH Kriek (Prof)

Deputy Vice Chancellor: Finance

REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

The University of Johannesburg 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 the 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 organizational structures setting 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 oversight over the systems of internal control.

Information systems utilising modern information technology are in use throughout the organization. All have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. Generally accepted standards are applied to protect privacy and ensure control over all data, including disaster recovery and "back-up" procedures. Systems are under the control of competently trained staff.

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.

The University embarked on a process of formal risk management during 2007 which was executed in 2008 resulting in a risk register for the University. This process involves the identification of strategic and operational risks, the rating of these risks and the developing of mitigating strategies for these risks. The University embarked on this process to assist in the management of the institution, which includes the maintenance of effective systems of internal control.

Internal auditors monitor the operation of internal control systems on a continuous 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 continuously assessed to identify opportunities for improvement. The Council, operating through its Audit and Risk Committee, provides oversight over the financial reporting process.

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 2008. Based on this assessment, the University of Johannesburg believes that, as at 31 December 2008, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorized acquisition, use or disposal of assets are adequate to ensure proper financial governance.



JJ Njeke (Mr)

Chairperson: Council Audit and Risk Committee



JH Kriek (Prof)

DVC: Finance

STATEMENT ON RISK MANAGEMENT

The risk management process, which commenced in 2007, was institutionalised during 2008 and all the senior management members were involved in this process. The material operational risks for all faculties and departments were identified 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.

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 of each executive dean and executive director to formally consider and evaluate their respective identified risks, the related ratings and mitigating strategies 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 when 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 hereafter called UJ.

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, interest rate risk and price risk), credit risk, liquidity risk and operational 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 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 this Committee.

Credit risk

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

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the 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 as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by 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.

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 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.

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 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 3.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect in 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.

Trade and investment risk

Trade and investment risk refers to the change or potential change in the value of a financial instrument or a portfolio of instruments as a result of changes in interest rates, exchange rates, and equity and commodity prices. This risk is managed by using external commercial asset managers who manage the respective investment portfolios. The managers' investment mandate is determined contractually and derivative instruments may be utilised only within a specified limit as a hedging mechanism.

Operational risk

Operational risk is actively managed: the University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against the unauthorised acquisition, use or disposition of such assets. Internal auditors monitor the operation of the internal control systems and report findings and recommendations to the 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, provides oversight of the financial reporting process. Forward cover is taken out for foreign currency transactions to prevent any losses due to currency movements. 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 risks within academic administration are managed within the faculties and by the following centralised committees (chaired by the Registrar):

- Central Coordinating 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 to comply 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.
- 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 in this regard is adhered to. 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): consolidation of the University Academic Regulations were finalised in 2007. However, traditional practices still occur. Mitigation principles involved at least the following: typing of tests/examination papers, the safekeeping and duplication/copying, as well as transport of these papers are executed according to the security rules and procedures in this regard. Invigilation during these summative assessment opportunities took place according to the different campus-specific guidelines. Security is 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 with more than 9% is executed by the HEMIS coordinator. 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 coordinator on a continuous 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 program 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 Program 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 in this regard are adhered to.
- Academic timetable (lecture and examination timetable). A Timetable Committee exists where requests on the amendment of allocated venues are dealt with. An electronic timetable (Abacus soft ware) 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 deployed. 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

The economic growth has led to the escalation of remuneration for skilled IS practitioners to levels that make it very difficult to attract or retain quality staff at the current UJ remuneration. 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 to reduce 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.

Infrastructure risk

The delays in establishing a reliable operational environment for the computing infrastructure, and the lack of a disaster recovery capability, still present a very grave risk to the functioning of the enterprise. The University has procured ImageNow in 2008 and the rollout will commence in 2009 to mitigate this risk.

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.

Business Rule / 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 formalized 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 organization.

Software / Systems risk

Retaining the current well qualified support personnel in the face of escalating industry remuneration, and the adverse working conditions in terms of extended working hours due to low staffing levels, presents a significant risk.

Compliance risk

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

COPYRIGHT AND COPYRIGHT RISK MANAGEMENT

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

- Compliance with the DALRO guidelines, policy and procedures when duplicating material under the blanket license 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 web page.
- Copyright warnings are prominently displayed at all photocopying facilities in the library.
- The library's electronic databases have their own licenses which govern reproduction.
- Training on referencing is included in the library's information literacy and information management courses. A guide to referencing techniques is also available on the library web page.
- Turnitin software is used to assist with detecting plagiarism.

RISK MANAGEMENT IN THE OPERATIONS DIVISION

Within the Operations Division, operational risk is actively managed by various methods and procedures for identifying and measuring risk and for selecting and developing options for handling these risks. By ongoing assessment, monitoring and control, risk levels are determined and maintained at acceptable levels. The areas included in these risk management procedures include budgetary and expenditure control; safety and security of staff, students and assets; financial, time and quality performance during the execution of projects; operational efficiency of physical facilities and infrastructure by scheduled condition surveys and planned maintenance; acquisition, disposal and upgrading of fixed assets; utilities usage (water, gas, sewer and electricity) and the optimal use and maintenance of such services with adequate standby systems.

The division uses various internal controls to maintain the risk management procedures in order to ensure effectiveness and efficiency of operations, a safe and secure campus environment, compliance with occupational health and safety requirements and responsible space allocation and usage on all campuses. These internal controls include detailed task and project planning with the development of scope statements to identify and analyse risks, regular task/project meetings and evaluation sessions to assess and evaluate risks with recommendations for corrective steps to address such risks, regular reporting to both the MEC Operations committee and 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/program managers (see also the Review 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 following procedures/plans were revised in 2007:

- Emergency Operations Plan (considered by the Registration Committee for implementation during the registrations in January 2008).
- Standard Operating Procedures: bombs, bomb threats and suspicious mail or parcels.

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 appropriate to each event. The following principles are highlighted:

- Six weeks prior to the event, the event organizer meets with the Occupational Health or Safety (OHS) division and discusses the completion of the prescribed event checklist.

- Supporting documents are obtained by the event organizer, while the OHS divisions supply site plans, security arrangements and medical management plans or quotations based on information submitted.
- A presentation is made to the Joint Operations Centre of the Events Management Centre of the City of Johannesburg in collaboration with the OHS divisions.
- Recommendations are implemented and final approval gained for the event to go ahead.

HEALTH RISKS

The following risks are emphasised:

- The possibility of the outbreak of a life threatening disease in the residences, e.g. meningitis. A mitigation strategy is place focusing mainly on awareness campaigns and the provision of vaccination when applicable.
- Disaster/emergency preparedness: to be implemented at all levels;
- Inadequate occupational safety compliance.



JJ Njeka (Mr)

Chairperson: Council Audit and Risk Committee



JH Kriek (Prof)

DVC: Finance

AUDITED FINANCIAL STATEMENTS

UNIVERSITY OF JOHANNESBURG ANNUAL FINANCIAL STATEMENTS

For the year ended 31 December 2008.



UNIVERSITY OF JOHANNESBURG

**ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2008**

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UNIVERSITY OF JOHANNESBURG

STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL for the year ended 31 December 2008

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

The financial statements presented on the following pages of this Annual Report for 2008 have been prepared in accordance with South African Statements of Generally Accepted Accounting Practice as prescribed by the Minister of Education in the regulations in terms of the Higher Education Act 1997 (Act No 101 of 1997), as amended, and include amounts based on judgements and estimates made by the management. The council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the financial statements.

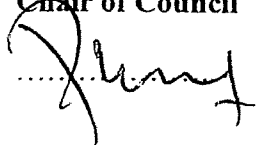
The “going concern” basis has been adopted in the preparation of the financial statements. The Council has no reason to believe that the University of Johannesburg is not a “going concern” in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported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

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

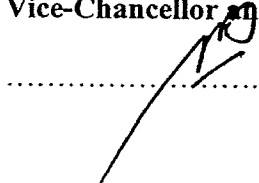
APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on the following pages of the Annual Report were approved by Council on 28 May 2009 and signed on its behalf by:

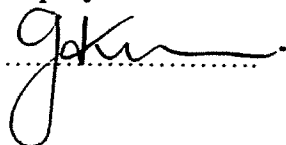
R Marcus (Prof)
Chair of Council

A handwritten signature in black ink, appearing to be 'R Marcus', written over a dotted line.

IL Rensburg (Prof)
Vice-Chancellor and Principal

A handwritten signature in black ink, appearing to be 'IL Rensburg', written over a dotted line.

JH Kriek (Prof)
Deputy Vice Chancellor : Finance

A handwritten signature in black ink, appearing to be 'JH Kriek', written over a dotted line.

**REPORT OF THE INDEPENDENT AUDITORS
TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG**

We have audited the annual financial statements of University of Johannesburg and its consolidated entities, which comprise the consolidated balance sheet as at 31 December 2008, the consolidated income statement, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 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 South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act (Act no 101 of 1997) of South Africa. This responsibility includes: designing, implementing and maintaining internal controls 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 judgment, 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 controls 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 controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the members of council, 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 financial position of the University of Johannesburg and its consolidated entities for the year ended 31 December 2008, and of their financial performance and their cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice, and in the manner required by the Higher Education Act of South Africa.

PricewaterhouseCoopers Inc

PricewaterhouseCoopers Inc.

Director: MSI Gani

Registered Auditor

Johannesburg

5 June 2009

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED BALANCE SHEET at 31 December 2008

	Notes	2008 R'000	2007 R'000
ASSETS			
Non-current assets		2 592 323	2 575 389
Property, plant and equipment	2.1	862 956	743 523
Intangible assets	2.2	14 831	14 237
Available-for-sale investments	3	1 714 536	1 814 725
Non-current receivables	4	-	2 904
Current assets		553 620	533 768
Inventories	5	7 726	3 238
Receivables and prepayments	6	125 449	82 305
Students for fees		86 897	39 507
Other receivables		38 552	42 798
Cash and cash equivalents	7	420 445	448 225
		3 145 943	3 109 157
EQUITY AND LIABILITIES			
EQUITY			
Non-distributable reserves		883 764	1 047 727
Funds invested in property, plant and equipment		824 423	699 029
Non-current investment revaluation		59 341	348 698
Reserve funds		1 723 547	1 642 313
Restricted use funds		610 707	554 252
Student residences funds		45 975	47 383
Trust/donor/bursary funds		564 732	506 869
Unrestricted funds		1 112 840	1 088 061
Designated/committed funds		456 917	459 877
Undesignated use funds		655 923	628 184
LIABILITIES			
Non-current liabilities		538 632	419 117
Borrowings		379 893	278 762
Government grant	8.1	52 854	55 094
Post-employment benefit obligations	8.2	130 000	30 000
	9	197 039	193 668
Current liabilities		158 739	140 355
Trade payables, accruals and other liabilities	10	97 720	68 426
Provisions for employment obligations	9	18 652	20 995
Student deposits received and income received in advance		41 856	47 297
Current portion of borrowings	8	511	3 637
		3 145 943	3 109 157

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT for the year ended 31 December 2008

	Notes	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		1 721 442	79 922	1 801 364	56 727	1 858 091
Recurring items		1 712 454	79 922	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	14	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	21 822	1 532 294	56 727	1 589 021
Income from investments	15	194 085	58 100	252 185	-	252 185
Finance income		7 897	-	7 897	-	7 897
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

CONSOLIDATED INCOME STATEMENT - continued for the year ended 31 December 2008

	Notes	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 expenditure		1 571 270	22 059	1 593 329	58 135	1 651 464
Recurring items		1 513 705	21 761	1 535 466	57 835	1 593 301
Personnel	11	923 452	10 630	934 082	8 651	942 733
Academic professional	11	463 204	5 332	468 536	4 339	472 875
Other personnel	11	460 248	5 298	465 546	4 312	469 858
Other current operating expenses	13	504 151	6 293	510 444	38 657	549 101
Depreciation	2.1	18 448	920	19 368	6 079	25 447
Amortisation of software	2.2	4 629	-	4 629	-	4 629
Bursaries		58 297	3 919	62 216	-	62 216
Sub-total		1 508 977	21 762	1 530 739	53 387	1 584 126
Finance costs	16	4 728	(1)	4 727	4 448	9 175
Non-recurring items		57 565	298	57 863	300	58 163
Other operating expenses		-	-	-	-	-
Capital expenditure expensed		57 565	298	57 863	300	58 163
Net surplus		150 172	57 863	208 035	(1 408)	206 627

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT - continued
for the year ended 31 December 2008

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2007 R'000
2007						
Total income		1 609 990	95 294	1 705 284	31 265	1 736 549
Recurring items		1 605 866	95 294	1 701 160	31 267	1 732 427
State appropriations – subsidies and grants		738 956	-	738 956	-	738 956
Tuition and other fee income		493 555	3 901	497 456	29 260	526 716
Income from contracts		26 341	7 231	33 572	-	33 572
For research		22 698	7 211	29 909	-	29 909
For other activities		3 643	20	3 663	-	3 663
Sales of goods and services	14	44 120	5 434	49 554	363	49 917
Private gifts and grants		75 657	(50 940)	24 717	1 600	26 317
Sub-total		1 378 629	(34 374)	1 344 255	31 223	1 375 478
Income from investments	15	224 064	129 668	353 732	-	353 732
Finance income		3 173	-	3 173	45	3 218
Non-recurring items		4 124	-	4 124	(2)	4 122
Profit/loss on disposal of PPE		4 124	-	4 124	(2)	4 122

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED INCOME STATEMENT - continued for the year ended 31 December 2008

	Notes	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and staff accommodation – restricted R'000	Consolidated 2007 R'000
2007						
Total expenditure		1 369 737	40 701	1 410 438	23 487	1 433 925
Recurring items		1 331 984	40 272	1 372 256	23 424	1 395 681
Personnel	11	841 287	12 743	854 030	7 031	861 061
Academic professional	11	421 307	6 382	427 689	3 521	431 210
Other personnel	11	419 980	6 361	426 341	3 510	429 851
Other current operating expenses	13	433 283	23 036	456 319	11 422	467 742
Depreciation	2.1	21 871	652	22 523	1 326	23 849
Amortisation of software	2.2	3 184	-	3 184	-	3 184
Bursaries		28 501	3 495	31 996	-	31 996
Sub-total		1 328 126	39 926	1 368 052	19 779	1 387 832
Finance costs	16	3 858	346	4 204	3 645	7 849
Non-recurring items		37 753	429	38 182	62	38 244
Other operating expenses		-	-	-	-	-
Capital expenditure expensed		37 753	429	38 182	62	38 244
Net surplus		240 253	54 593	294 846	7 778	302 624

UNIVERSITY OF JOHANNESBURG

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2008**

	Accumulated funds - unrestricted use R'000	Accumulated funds - designated use R'000	Funds - restricted use R'000	Sub total R'000	Residence funds - restricted use R'000	Fair value adjustment funds R'000	Funds invested in fixed assets R'000	Total R'000
Balance as at 1 January 2008	628 184	459 877	506 869	1 549 930	47 383	348 698	699 029	2 690 040
Net surplus for the year	150 172	-	57 863	208 035	(1 408)	-	-	206 627
Investments – fair value								
adjustments as for the year ended								
31 December 2008	-	-	-	-	-	(289 357)	-	(289 357)
Transfers	(122 434)	(2 960)	-	(125 394)	-	-	125 394	-
Balance as for the year ended 31 December 2008	655 923	456 917	564 732	1 677 571	45 975	59 341	824 423	2 607 310
Balance as at 1 January 2007	387 254	464 429	518 112	1 369 795	51 443	450 496	617 480	2 489 214
Net surplus for the year	240 253	-	54 593	294 846	7 778	-	-	302 624
Investments – fair value								
adjustments as at 31 December								
2007	-	-	-	-	-	(101 798)	-	(101 798)
Transfers	677	(4 552)	(65 836)	(69 711)	(11 838)	-	81 549	-
Balance as at 31 December 2007	628 184	459 877	506 869	1 549 930	47 383	348 698	699 029	2 690 040

UNIVERSITY OF JOHANNESBURG

CONSOLIDATED CASH FLOW STATEMENT for the year ended 31 December 2008

	Notes	2008 R'000	2007 R'000
Cash flows from operating activities			
Cash utilised in/generated from operations	18	(43 500)	49 588
Interest paid		(9 175)	(7 849)
Interest received		137 339	107 899
Finance income		7 897	3 218
Net cash generated from operating activities		92 561	152 856
Cash flows from investing activities			
Purchases of property, plant and equipment		(151 506)	(101 025)
Proceeds from sale of property, plant and equipment		8 502	28
Purchases of intangible assets		(555)	(4 708)
Purchase of investments		(184 011)	(252 747)
Decrease/(increase) in non-current receivables		2 904	(381)
Loans granted to related parties		(5 157)	-
Investment income received		74 702	219 412
Dividends received		40 144	26 421
Net cash outflow from investing activities		(214 976)	(112 999)
Cash flow from financing activities			
Increase in government grant		100 000	-
Repayments of borrowings		(5 366)	(2 873)
Net cash inflow/(outflow) from financing activities		94 634	(2 873)
Net (decrease)/increase in cash and cash equivalents		(27 780)	36 984
Cash and cash equivalents at beginning of the year		448 225	411 242
Cash and cash equivalents at beginning of the year		420 445	448 225

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 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.

1.1 Basis of presentation

The consolidated financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale investments, securities, financial assets and financial liabilities held for trading. The following are the principal accounting policies used by the University and its subsidiaries. These financial statements have been prepared in the format required by the minister of Education in terms of section 41 of the Higher Education Act (“Act No. 101 of 1997”) as amended.

The preparation of financial statements in conformity with South African Statements of Generally Accepted Accounting Practice requires the use of estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. All those estimates are based on management’s best knowledge of current events and actions, actual results ultimately may differ from those estimates. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 20.

a) Standards, amendments and interpretations effective in 2008 and are relevant to the University

The following interpretations to published standards are mandatory for accounting periods beginning on or after 1 January 2008 and are relevant to the University’s operations:

- IFRIC 14, ‘IAS 19 – The limit on a defined benefit asset, minimum funding requirements and their interaction’, provides guidance on assessing the limit in IAS 19 on the amount of the surplus that can be recognised as an asset. It also explains how the pension asset or liability may be affected by a statutory or contractual minimum funding requirement. This interpretation does not have any impact on the University’s financial statements, as the University is not subject to any minimum funding requirements.

b) Standards, amendments and interpretations effective in 2008 but not relevant to the University

The following interpretations to published standards are mandatory for accounting periods beginning on or after 1 January 2008 but are not relevant to the University’s operations:

- IFRIC 11, ‘IFRS 2 – Group and treasury share transactions
- IFRIC 12, Service concession arrangements; and
- IFRIC 13, Customer loyalty programmes.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.1 Basis of presentation (continued)

c) Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the University

The following new or revised Standards and Interpretations, whilst relevant to the University, are only mandatory for accounting periods beginning on or after 1 January 2009 and have not been early adopted:

IAS 1 (AC 101), Presentation of Financial Statements (Revised) (effective from 1 January 2009)

The revised IAS 1 (AC 101) requires information in financial statements to be aggregated on the basis of shared characteristics and to introduce a statement of comprehensive income. The revisions include changes in the titles of some of the financial statements to reflect their function more clearly (for example, the balance sheet is renamed a statement of financial position). The new titles are not mandatory for use in financial statements.

IAS 19 (AC 116), Employee benefits (Amendment) (effective from 1 January 2009)

- The amendment clarifies that a plan amendment that results in a change in the extent to which benefit promises are affected by future salary increases is a curtailment, while an amendment that changes benefits attributable to past service gives rise to a negative past service cost if it results in a reduction in the present value of the defined benefit obligation.
- The definition of return on plan assets has been amended to state that plan administration costs are deducted in the calculation of return on plan assets only to the extent that such costs have been excluded from measurement of the defined benefit obligation.
- The distinction between short term and long term employee benefits will be based on whether benefits are due to be settled within or after 12 months of employee service being rendered.
- IAS 37 (AC 129), 'Provisions, contingent liabilities and contingent assets, requires contingent liabilities to be disclosed, not recognised. IAS 19 has been amended to be consistent.

The University will apply the IAS 19 (AC 116) (Amendment) from 1 January 2009.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.1 Basis of presentation (continued)

c) Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the University (continued)

IAS 20 (AC 134), Accounting for government grants and disclosure of government assistance (Amendment) (effective from 1 January 2009)

The benefit of a below-market rate government loan is measured as the difference between the carrying amount in accordance with IAS 39 (AC 133), 'Financial instruments: Recognition and measurement', and the proceeds received with the benefit accounted for in accordance with IAS 20 (AC 134).

The University will apply the IAS 20 (AC 134) (Amendment) from 1 January 2009.

IAS 27 (AC 132), Consolidated and Separate Financial Statements (Revised) (effective from 1 July 2009)

IAS 27 (AC 132) (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.

The University will apply IAS 27 (AC 132) prospectively to transactions with non-controlling interests from 1 January 2010.

IAS 36 (AC 128), Impairment of assets (Amendment) (effective from 1 January 2009)

Where fair value less costs to sell is calculated on the basis of discounted cash flows, disclosures equivalent to those for value-in-use calculation should be made. The University will apply the IAS 36 (AC 128) amendment and provide the required disclosure where applicable for impairment tests from 1 January 2009.

IFRS 8 (AC 145), Operating segments (effective from 1 January 2009)

IAS 23 (AC 114), Borrowing costs (Amendment) (effective from 1 January 2009)

IFRS 3 (AC 140), Business Combinations (Revised) (effective from 1 July 2009)

IFRS 2 (AC 139), IFRS 2 Share-Based Payment (Amendment) (effective from 1 January 2009)

IAS 32 (AC 125) (Amendment), 'Financial instruments: Presentation', and IAS 1 (AC 101) (Amendment), 'Presentation of financial statements' – 'Puttable financial instruments and obligations arising on liquidation' (effective from 1 January 2009)

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.1 Basis of presentation (continued)

c) Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the University (continued)

Amendments to IFRS 1 (AC 138), First-Time Adoption of International Financial Reporting Standards and IAS 27 (AC 132), Consolidated and Separate Financial Statements: Cost of an Investment in a Subsidiary, Jointly Controlled Entity or Associate (effective from 1 January 2009)

IFRIC 13 (AC 446), Customer Loyalty Programmes (effective from 1 July 2008)

IFRIC 15 (AC 448), Agreements for the Construction of Real Estate (effective from 1 January 2009)

IFRIC 16 (AC 449), Hedges of a Net Investment in a Foreign Operation (effective from 1 October 2008)

IFRS 5 (AC 142), 'Non-current assets held-for-sale and discontinued operations (Amendment) (and consequential amendment to IFRS 1, 'First-time adoption') (effective from 1 July 2009)

IAS 23 (AC 114), Borrowing costs (Amendment) (effective from 1 January 2009)

IAS 28 (AC 110), Investments in associates (Amendment) (and consequential amendments to IAS 32 (AC 125), Financial Instruments: Presentation, and IFRS 7 (AC 144), Financial instruments: Disclosures) (effective from 1 January 2009)

IAS 16 (AC 123), Property, plant and equipment (Amendment) (and consequential amendment to IAS 7 (AC 118), Statement of cash flows) (effective from 1 January 2009).

IAS 29 (AC 124), Financial reporting in hyperinflationary economies (Amendment) (effective from 1 January 2009).

IAS 31 (AC 119), Interests in joint ventures (Amendment) (and consequential amendments to IAS 32 (AC 125) and IFRS 7 (AC 144)) (effective from 1 January 2009).

IAS 38 (AC 129), Intangible assets (Amendment) (effective from 1 January 2009) is part of the IASB's annual improvements project published in May 2008. The amendment deletes the wording that states that there is 'rarely, if ever' support for use of a method that results in a lower rate of amortisation than the straight-line method. The amendment will not have an impact on the University's operations, as all intangible assets are amortised using the straight-line method.

IAS 40 (AC 135), Investment property (Amendment) (and consequential amendments to IAS 16 (AC 123)) (effective from 1 January 2009)

IAS 41 (AC 137), Agriculture (Amendment) (effective from 1 January 2009)

IAS 39 (AC 133), Financial instruments: Recognition and measurement (Amendment) (effective from 1 January 2009)

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.2 Consolidation

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

1.3. Fund allocation

Equity is divided into the following categories:-

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

These categories entail the following:-

1.3.1 *Utilised funds*

These are funds utilised for acquisitions of property, plant and equipment.

1.3.2 *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 Council. These funds are accounted for under the following headings:

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

- Available funds, unrestricted use

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.3. Fund allocation (continued)

1.3.2 Available funds

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”, which 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
- 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.

1.4 Revenue recognition

Revenue 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 sales within the group.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.4 Income recognition (continued)

The University recognizes income when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the group's activities as described below. The amount of income is not considered to be reliably measureable until all contingencies relating to the activity have been resolved.

1.4.1 *Tuition and other fees*

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

1.4.2 *State subsidies*

State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates. Appropriations for specific purposes, 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.

1.4.3 *Donations*

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

1.4.4 *Income received for designated purposes*

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

1.4.5 *Sale of goods and services*

Income from the sale of goods and services is recognised when the goods have been delivered and the services have been rendered. Income is shown net of discounts provided.

1.4.6 *Dividends and interest receivable*

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

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 **Accounting policies** (continued)

1.5 **Foreign currency transactions**

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 Rands ('R') which is both the University's functional and presentation currency.

b) *Transaction and balances*

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

1.6 **Financial assets**

The University classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables, and available for sale investments. 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) *Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Assets in this category are classified as current assets.

b) *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 balance sheet date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables and prepayments'.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 **Accounting policies** (continued)

1.6 **Financial assets** (continued)

c) *Available-for-sale financial assets*

Available for sale financial assets are non-derivatives that are either designated in this category or 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 balance sheet 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.

Purchases and sales of investments are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs. Available-for-sale investments 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 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 income statement as 'profit and losses from investment securities'.

The University assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities 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 income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

Impairment testing of trade receivables is described in note 1.12.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.7. Impairment of non-financial assets

Non-financial assets that are subject to amortization 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 costs 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 an impairment are reviewed for possible reversal of the impairment at each reporting date.

1.8 Property, plant and equipment

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

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 group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized.

Library purchases are written off in the year of acquisition.

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

Buildings	80 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

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 **Accounting policies** (continued)

1.8 **Property, plant and equipment** (continued)

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

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

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

Assets that cost less than R15 000 are expensed immediately.

1.9 **Intangible assets**

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 charges. 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.

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

1.10 **Accounting for leases**

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments in terms of operating leases are charged to income on a straight-line basis over the duration of the lease.

1.11 **Inventories**

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price, less applicable variable selling costs. Inventories comprise of consumables and study materials.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 **Accounting policies (continued)**

1.12 **Trade receivables**

Trade receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

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

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 income statement within 'other current operating expenses'. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against 'other current operating expenses' in the income statement.

1.13 **Cash and cash equivalents**

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

1.14 **Provisions**

Provisions are recognised when:

- the University has a present legal or constructive obligation as a result of past events;
- it is probable that an outflow of resources will be required to settle the obligation;
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.15 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to insurance companies or 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 RAU Pension Fund, which is a combined defined benefit and defined contribution plan;
- The National Tertiary Retirement Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution benefit plan and
- The University of Johannesburg Provident Fund, which is a defined contribution benefit 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. Typically defined benefit plans 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 a disability benefit plan.

These plans cover 100% of the University's employees.

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

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 Accounting policies (continued)

1.15 Pension obligations (continued)

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

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to profit and loss in the consolidated income statement in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortized 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.

1.16 Post-retirement medical benefits

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

The University provides post-retirement medical aid benefits to certain qualifying employees from the 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 income statement and include the expense of benefits received by employees currently in service and the cost of funding for employees no longer in service. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

1 **Accounting policies (continued)**

1.17 **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 balance sheet date.

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

1.18 **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 income statement 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 balance sheet date.

1.19 **Trade payables**

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1.20 **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 income statement 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 included in non-current liabilities as deferred government grants and are credited to the income statements on straight-line basis over the expected lives of the related assets.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2008

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

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

2.1

Property, plant and equipment

2007	Vehicles R'000	Network & mainframes R'000	Computer hardware R'000	Furniture & fittings R'000	Land & buildings R'000	Buildings equipment R'000	Total R'000
Cost							
Cost on 1 January 2007	8 927	14 869	42 395	94 489	776 440	13 682	950 802
Additions during the year	874	4 067	4 012	21 243	107 828	56	138 080
Assets capitalised during the year	-	-	-	-	37 055	-	37 055
Disposals during the year	-	(1 697)	(29 490)	(14 914)	-	-	(46 101)
Cost as at 31 December 2007	9 801	17 239	16 917	100 818	847 213	13 738	1 005 726
Accumulated depreciation							
Accumulated depreciation on 1 January 2007	5 845	7 887	35 316	56 200	171 452	7 732	284 432
Current year depreciation	1 583	3 788	2 994	6 506	7 990	988	23 849
Depreciation on disposal made during the year	-	(1 697)	(29 467)	(14 914)	-	-	(46 078)
Accumulated depreciation as at 31 December 2007	7 428	9 979	8 843	47 792	179 442	8 720	262 204
Net carrying amount							
Cost as at 31 December 2007	9 801	17 239	16 917	100 818	847 213	13 738	1 005 726
Accumulated depreciation as at 2007	7 428	9 979	8 843	47 792	179 442	8 720	262 203
Net carrying amount as at 31 December 2007	2 373	7 261	8 074	53 026	667 771	5 018	743 523

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	Artwork 2008 R'000	Computer software 2008 R'000	Computer software 2007 R'000
2.2 Intangible assets			
Year ended 31 December			
Cost			
Opening cost	-	29 341	24 633
Additions	1 518	3 744	4 708
Disposal	-	(40)	-
Total cost	1 518	33 045	29 341
Amortisation			
Opening balance	-	(15 104)	(11 920)
Amortisation charge for the year	-	(4 630)	(3 184)
Amortisation on disposals	-	2	-
Total accumulated amortisation	-	(19 732)	(15 104)
Net carrying amount			
Cost as at 31 December	1 518	33 045	29 341
Accumulated amortisation as at 31 December	-	(19 732)	(15 104)
Net carrying amount as at 31 December	1 518	13 313	14 237

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	Cost 2008 R'000	Market value 2008 R'000	Cost 2007 R'000	Market value 2007 R'000
3 Available-for-sale investments				
Opening balance 1 January	1 466 024	1 814 725	1 212 267	1 662 766
Cost of additions during the year	795 874	795 874	1 550 947	1 550 947
Disposals during the year	(681 408)	(681 408)	(1 516 602)	(1 516 602)
Surplus on disposals	74 702	74 702	219 412	219 412
Decrease in market value	-	(289 357)	-	(101 798)
Closing balance at year end	1 655 192	1 714 536	1 466 024	1 814 725

There were no impairment provisions on available-for-sale financial assets in 2008 and 2007.

Government stocks and bonds	61 852	62 636	124 911	123 916
Listed – Stocks and debentures	189 668	195 296	123 796	124 967
Listed – Shares	971 127	1 018 577	850 580	1 193 450
Fixed deposits	145 650	148 151	137 745	141 076
Unlisted - shares	1 130	1 130	1 130	1 130
Endowment policies	47 478	47 478	43 319	43 319
Other deposits	232 855	235 836	184 268	186 592
Other loans	5 432	5 432	275	275
	1 655 192	1 714 536	1 466 024	1 814 725

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values as at 31 December 2008. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rands.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2008

	2008	2007
	R'000	R'000
4 Non-current receivables		
Staff loans	-	1 580
Payable within one year	-	(1 580)
	<hr/>	<hr/>
Payable after one year	-	-
Projects	-	2 904
	<hr/>	<hr/>
	-	2 904
	<hr/>	<hr/>

The current debtors that relate to the items above are shown in Note 6. Loans to employees are payable within four years from the balance sheet date. Projects receivables are payable within two years. The weighted average interest rate current and non-current is as follows:

Staff loans at fair value	-	8%
Projects	-	0%

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

5 Inventories		
Consumables at cost	5 413	3 239
Study material at cost	2 313	(1)
	<hr/>	<hr/>
	7 726	3 238
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
6 Receivables and prepayments		
Student receivables	146 581	99 592
- fully performing	-	-
- past due	86 897	39 507
- impaired	59 684	60 085
Less: Provision for impairment	(59 684)	(60 085)
Student receivables – net carrying amount	86 897	39 507
Advances and pre-paid expenses	7 775	6 821
Staff loans	245	1 580
Staff receivables and advances	295	1 984
Deposits	167	136
Other receivables	12 139	20 059
- fully performing	4 081	13 304
- past due	6 989	4 893
- impaired	1 069	1 862
Less: Provision for impairment	(1 069)	(1 862)
Other receivables – net carrying amount	11 070	18 197
Interest and dividend receivable	19 000	14 080
	38 552	42 798
	125 449	82 305

The fair values of student and other receivables approximate their book values as shown above.

Refer to note 19 for disclosure relating to the University's exposure to credit risk.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
7 Cash and cash equivalents		
Call deposits, cash in the bank and cash on hand	133 335	108 225
Short term deposits	287 110	340 000
	<u>420 445</u>	<u>448 225</u>
The weighted average effective interest rate applicable to cash and cash equivalents	10.36%	10.17%
8.1 Borrowings		
Long-term borrowings	53 365	58 731
Current portion transferred to current liabilities	(511)	(3 637)
	<u>52 854</u>	<u>55 094</u>
<i>Government loans secured by increment guarantees</i>	5 783	5 993
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 is subsidised at a rate of 85%.		
<i>Loans secured by Government guarantees</i>	16 002	19 200
Interest is charged at fixed rates for each loan that range between 7.5% and 17.50% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised at a rate of 85%.		
<i>Other secured loans</i>	31 580	33 538
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings.		
	<u>53 365</u>	<u>58 731</u>

For a register of securities details can be obtained at the University registered office.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

8.1 Borrowings (continued)

The exposure of the University's borrowings to interest rate changes and the contractual repricing dates at the balance sheet dates are as follows:

	2008 R'000	2007 R'000
Up to 1 year	278	3 637
Between 1 and 2 years at fixed interest rates that range between 7.5% and 17.5% per annum	668	3 573
Between 2 and 5 years	11 056	10 115
After 5 years	41 363	41 406
	<hr/>	<hr/>
	53 365	58 731
Less: current portion	(511)	(3 637)
	<hr/>	<hr/>
Long term portion	52 854	55 094
	<hr/>	<hr/>

8.2 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.

	2008 R'000	2007 R'000
Government grant received	130 000	30 000

Refer to note 18 for disclosure relating to the University's exposure to credit risk.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
9 Post-employment benefits/obligations		
Non-current		
Pension fund liability	12 772	12 849
Provision for leave payments	57 095	51 628
Provision for medical benefits after retirement for certain employees	127 172	129 191
	<u>197 039</u>	<u>193 668</u>
Current		
Provision for leave payments	3 051	5 737
Provision for staff bonuses	15 601	15 258
	<u>18 652</u>	<u>20 995</u>
	Leave pay R'000	Bonus R'000
		Medical aid R'000
Opening balance at 1 January 2008	57 365	15 258
Amount utilised during 2008	(26 467)	(15 258)
Amount provided during 2008	29 248	15 601
	<u>60 146</u>	<u>15 601</u>
		<u>127 172</u>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
10 Trade payables, accruals and other liabilities		
Value-added tax	(1 192)	(208)
Trade payables	98 912	68 634
	<hr/>	<hr/>
	97 720	68 426
	<hr/>	<hr/>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

11 Personnel costs		
Academic professional	440 068	392 290
Other personnel	437 258	391 056
Pension costs	67 426	64 074
Other post-retirement	(2 019)	13 641
	<hr/>	<hr/>
	942 733	861 061
	<hr/>	<hr/>

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

- Full time	2 685	2 706
- Part time	3 157	3 937

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

12 Post-employment benefits

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. The unfunded defined benefit liability in respect of this obligation is valued by independent actuaries annually. The liability was valued for the year ended 31 December 2008.

	2008 R'000	2007 R'000
12.1 Post-retirement medical benefits		
Present value of unfunded obligations	127 172	129 191
Unrecognised actuarial gains/(losses)	-	-
	<hr/>	<hr/>
Liability at balance sheet date	127 172	129 191
	<hr/>	<hr/>

The movement in the defined benefit obligation over the year was as follows:

Present value of obligation: beginning of the year	129 191	116 127
Current service cost		
Interest cost	4 968	4 872
Benefit paid	10 415	8 832
Benefit payments for 2008/2007	(4 048)	(3 770)
Actuarial (gain)/loss recognised during the year	(13 354)	3 130
	<hr/>	<hr/>
Expected liability: end of year	127 172	129 191
	<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2008**

12 Post-employment benefits (continued)

12.1 Post-retirement medical benefits (continued)

	2008 R'000	2007 R'000
<i>Reconciliation of amounts recognised in the income statement</i>		
Current service cost	4 968	4 872
Interest	10 415	8 832
Annual expense	15 383	13 704
Active members (in service)	473	540
Continuation members	220	215
	693	755

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	31 Dec 08	31 Dec 2007
Effective date of assumptions		
Discount rate	8.25%	8.19%
Health care cost inflation	7.25%	7.93%
Real discount rate	0.93%	0.24%
Continuation of membership	100%	100%
Retirement age	65 yrs	60 yrs

The impact of 100 base point decrease in the medical discount rates would decrease the liability by R26.9 million (2007: R24.7 million)

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

12 Post-employment benefits (continued)

12.2 Pension obligations

The University has established post-retirement pension schemes that cover all employees. At present, there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is final-salary defined and is fully funded, whereas the second is also final salary defined but unfunded. The assets of the fund are held in an independent trustee-administered fund, run in terms of the Pension Funds Act of 1956, as amended. The Pension Fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method. The latest full actuarial valuation of the Pension Fund was performed for the year ended 31 December 2008. Contributions to the Provident Fund are charged to the income statement in the year in which they are incurred.

The University of Johannesburg withdrew from the National Tertiary Retirement Fund with effect from 30 June 2008. The members that form part of this fund are to be transferred to the University's defined benefit pension plan under a section 14 transfer as governed by the Pension Funds Act, Act 24 of 1956. As for the year ended 31 December 2008, this transfer had not yet taken place.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 Disclosure		2007 Disclosure	
	RAU Pension fund R'000	NTRF R'000	RAU Pension fund R'000	NTRF R'000
				2007 R'000
12 Post-employment benefits (continued)				
12.2 Pension obligations (continued)				
Balance at end of the year				
Present value of funded and unfunded obligations	399 373 (524 233)	12 771 -	381 339 564 579	394 188 (564 579)
Fair value of plan assets	(124 860) 78 211 46 649	12 771 - -	(183 240) (17 664) 200 904	(170 391) 17 664 200 904
Unrecognised actuarial gains/(losses)				
Unrecognised surplus	-	12 771	-	12 849
Liability at balance sheet				

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 December 2008

	2008 Disclosure			2007 Disclosure		
	RAU Pension fund R'000	NTRF R'000	2008 R'000	RAU Pension fund R'000	NTRF R'000	2007 R'000
12 Post-employment benefits (continued)						
12.2 Pension obligations (continued)						
<i>Movement during the year</i>						
Balance at the beginning of the year	(183 240)	12 849	170 391	(183 274)	1 903	(181 371)
Contributions paid	(5 856)	(78)	5 934	(5 909)	(173)	(6 082)
<i>Other expenses included in staff costs:</i>						
Current service costs	7 772	302	8 074	7 282	302	7 584
Interest cost and prior year adjustment	30 607	162	30 769	25 056	162	25 218
Expected return on plan assets	(52 354)	-	(52 354)	(44 059)	-	(44 059)
Net actuarial gains recognised during the year	203 071	(464)	202 607	200 904	10 655	211 559
	-	12 771	12 771	-	12 849	12 849
Number of members			876			1 096
Number of pensioners			117			114
The principal assumption used for accounting purposes were as follows:						
General inflation rate	4.00%	2.50%		5.5%	2.50%	
Discount rate	7.30%	8.50%		8.30%	8.50%	
Expected return on investment	8.00%	8.50%		9.50%	8.50%	
Net actuarial gains recognised during the year	5.00% p.a plus merit increases	6.25%		6.50% p.a plus merit increases	6.25%	

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

13 Expenses by nature

The following items were taken into account in the calculation of operating expenses, among other items:

	2008	2007
	R'000	R'000
Depreciation on property, plant and equipment	25 447	23 849
Amortisation of software	4 629	3 184
Repair and maintenance expenses	67 709	71 659
Non-capitalisable assets	58 163	38 244
Expenses relating to library acquisitions written off	28 229	26 873
Operating leases		
- Equipment and vehicles	8 175	8 105
Auditors Remuneration		
- Audit fees	2 049	1 769
- Other services	1 995	1 669
Unrecoverable debts/amounts written off	238	26
Certain of the University's desktop computers are subject to an operating lease, and future commitments in terms of the lease agreement are as follows:-		
Lease amounts payable within one year	10 501	9 168
Lease amounts payable after one year to five years	10 002	13 970
Total operating lease amounts payable	20 503	23 138

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

14 Sale of goods and services

The following items were taken into account in the calculation of revenue from the sale of goods and services.

	2008	2007
	R'000	R'000
Hire out of facilities	3 804	1 729
Public sales and services	11 704	4 268
Project income	42 558	14 092
Events/entrance fees	3 161	1 669
Skills development income	4 849	3 504
Sundry income	34 071	15 660

15 Income from investments

Dividend income on available-for-sale financial assets	40 144	26 421
Interest income	137 339	107 899
Profit on the sale of securities	74 702	219 412
	<hr/> 252 185 <hr/>	<hr/> 353 732 <hr/>

16 Financing costs

Interest expense		
- loans	9 175	7 849

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
17 Commitments and contingent liability		
Commitments – approved not contracted for	66 494	86 077
This represents capital expenditure budgeted for at balance sheet date, but not yet recognised in the financial statements. This capital expenditure will be financed from designated funds.		
<i>Bank guarantees</i>		
SA Post Office	250	250
Van Graan & Associates	301	301
City Power Johannesburg	110	110
Johannesburg City Council	174	174
ESKOM Central	174	174
As disclosed in note 12.2 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 University defined benefit pension plan for the year ended 31 December 2008 under the section 14 transfer. Once the transfer has taken place, the University’s defined benefit liability under the new fund relating to the former NTRF members may differ from the liability currently reflected in note 12.2, the exact amount of which is unknown.		
18 Cash flows generated from operations		
Net surplus per income statement	206 628	302 624
Adjustments:		
- Depreciation	25 447	23 849
- Amortisation of software	4 629	3 184
- Profit on disposal of property, plant and equipment	(6 545)	(4)
- Working capital changes	(23 779)	58 511
- Investment income and finance income less cost of finance	(250 908)	(349 101)
- Increase in provisions	1 028	10 525
	(43 500)	49 588

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19 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 and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance of the University. This is 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 characteristic and return targets are over the long term. For the spread of the various investment types, refer to note 3.

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.

19.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect in 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 optimizing the return on investments.

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.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.1 **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. 7.

A 1% change in the interest rate could have a R2 871 100 interest income influence on an annual basis. This would actually never realize, as the average period of investment is three to nine months and therefore the amount will be a fraction of 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. 3.

A 1% change in the interest rate could have a R3 847 870 interest income influence on an annual basis. The influence of a 1% interest rate change on the market value of the bonds cannot be determined.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.1 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 balance sheet as available for sale investments. 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 diversify 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.

	2008 R'000	2007 R'000
	±10%	±10%
Listed equities	1 018 577	1 193 450

For the year ended 31 December 2008, 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 balance sheet would be R101,9 million (2007: R119,3 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 asset allocation difference between various fund managers.

19.2 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 principally from the University's receivables from students and clients.

The University has no significant concentration of credit risk, due to its wide spread of students and clients. The University has policies to ensure that sales of products and services are made to clients with an appropriate credit history. Derivative counterparts and investments are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.2 Credit risk (continued)

Potential concentrations of credit risk consist mainly of short-term cash, cash equivalent investments, trade receivables and other receivables.

The University places fixed deposits, cash and cash equivalents with reputable financial institutions and a multi-manager approach to the management of investments is followed 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 15% of the available funds abroad. Adjustments to the fair value of investments are recognised in a revaluation reserve until such time as the investment is sold, in which case the adjustment will be recognised in the income statement.

<u>Exposure per credit rating category</u>	2008 %	2007 %
<u>Listed Bonds Domestic</u>		
- AAA (Government guaranteed)	100	100
<u>Fixed Deposits</u>		
- AAA (Prime South African Banks)	100	100
<u>Cash, Bank and Cash Equivalents</u>		
- AAA (Prime South African Banks)	100	100

Receivables comprise of outstanding student fees, student loans 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, 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) Financial assets: 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 utilization of debt collection attorneys and agencies.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.2 Credit risk (continued)

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.

Details of the student receivables as at 31 December are:-

	2008 R'000	2007 R'000
Student receivables	146 581	99 592
- fully performing	-	-
- past due	86 897	39 507
- impaired	59 684	60 085
Less: Provision for impairment	(59 684)	(60 085)
Student receivables – net carrying amount	86 897	39 507

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.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.2 Credit risk (continued)

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:

	2008 R'000	2007 R'000
Other receivables	12 139	20 059
- fully performing	4 081	13 304
- past due	6 989	4 893
- impaired	1 069	1 862
Less: Provision for impairment	(1 069)	(1 862)
Other receivables – net carrying amount	11 070	18 197

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.2 Credit risk (continued)

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:-

	2008 R'000	2007 R'000
Student receivables		
At 1 January	60 085	56 430
Provision for receivables impaired	36 865	6 168
Receivables written off during the year as uncollectable	(37 266)	(2 513)
	<hr/>	<hr/>
At 31 December	59 684	60 085
	<hr/>	<hr/>
Other receivables		
At 1 January	1 862	-
Provision for receivables impaired	1 069	1 862
Receivables written off during the year as uncollectable	(1 862)	-
	<hr/>	<hr/>
At 31 December	1 069	1 862
	<hr/>	<hr/>

The creation and release of the provision for impaired receivables have been included in "other current operating expenses" in the income statement. 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.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.2 Credit risk (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University receivables and prepayments are denominated in South African Rands (ZAR).

ii) Financial liabilities-borrowings

a) Non-current borrowings

Non-current borrowings bear fixed interest at rates as detailed in Note 8. All non-current borrowings are denominated in Rand. The carrying amounts of all non-current borrowings approximate their fair value.

	2008 R'000	2007 R'000
Bank loans – secured	31 580	33 538
Private loans – secured	16 002	19 200
Government loans – secured	5 783	5 993
Total	<u>53 365</u>	<u>58 731</u>

b) Current borrowings

The fair value of current borrowings equals their carrying amount, as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19.3 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 the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. Liquidity risk is minimised by its substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the balance sheet 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 2008				
Non-current borrowings	278	668	11 056	41 363
Accounts payable and accrued liabilities	97 720	-	-	-
31 December 2007				
Non-current borrowings	3 637	3 573	10 115	41 406
Accounts payable and accrued liabilities	68 426	-	-	-

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

19 Financial risk management (continued)

19.4 Capital risk management

The University and its subsidiaries' objectives when managing 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.

19.5 Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	2008 R'000	2007 R'000
Trade Receivables		
Counterparties without external credit rating:		
- Current students which will register in 2009/2008. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2009/2008 registration period.	86 897	39 507
- Staff loans, receivables and advances. The University recoups these amounts from the salaries of the respective staff members. These outstanding amounts will be repaid within the next 12 months.	540	3 564

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	2008 R'000	2007 R'000
19 Financial risk management (continued)		
19.5 Credit quality of financial assets		
- Advances, pre-paid expenses and deposits. These mainly represent amounts paid in advance to suppliers for goods and services to be rendered to the University during 2009/2008.	7 942	6 957
- Interest and dividends receivable. This is interest and dividends receivable at year end from the available for sale financial assets which are all invested at AAA rated entities.	19 000	14 080
Other receivables:		
Group 1 *	4 081	13 304
Group 2 *	6 989	4 893
Total Trade Receivables	125 449	82 305
Cash at cash equivalents		
AAA ratings:		
- Prime South African Banks	420 445	448 225
Total cash and cash equivalents	420 445	448 225
Available for sales assets		
AAA ratings:		
- Government stocks and bonds	62 636	123 916
- Listed stocks and debentures	195 296	124 967
- Listed shares all top 40 companies	1 017 777	1 193 450
- Fixed and other deposits, prime South African banks	390 219	327 943
- Endowment policies, top 40 South African insurance companies	47 478	43 319
- Unlisted shares	120	120
Total available-for-sale financial assets	1 713 526	1 813 715

*

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.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	Loans & Receivables R'000	Assets at fair value through the profit and loss R'000	Derivatives used for hedging R'000	Available for sale R'000	Total R'000
19.6 Financial Instruments by Category					
The accounting policies for financial instruments have been applied to the line items below:-					
31 December 2008					
Assets as per balance sheet					
Available-for-sale financial assts	-	-	-	1 714 536	1 714 536
Derivative financial instruments	-	-	-	-	-
Trade and other receivables	125 449	-	-	-	125 449
Other financial assets at fair value through profit or loss	-	-	-	-	-
Cash and cash equivalents	420 445	-	-	-	420 445
Total	545 894	-	-	1 714 536	2 260 430

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

	Loans & Receivables R'000	Assets at fair value through the profit and loss R'000	Derivatives used for hedging R'000	Available for sale R'000	Total R'000
19.6 Financial Instruments by Category					
The accounting policies for financial instruments have been applied to the line items below:-					
31 December 2007					
Assets as per balance sheet					
Available-for-sale financial assts	-	-	-	1 814 725	1 814 725
Derivative financial instruments	-	-	-	-	-
Trade and other receivables	85 209	-	-	-	85 209
Other financial assets at fair value through profit or loss	-	-	-	-	-
Cash and cash equivalents	448 225	-	-	-	448 225
Total	533 434	-	-	1 814 725	2 348 159

20 Consolidated entities

ARSA (Pty) Limited
 UJ Trust
 TWR Trust
 STH Foundation Trust
 Million Up Trading (Pty) Limited
 TWR Business Enterprises (Pty) Ltd.

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

21 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.

21.1 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.

21.2 Provision for post-retirement medical aid liability

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2008 were as follows:-

		2008	2007
Discount rate	%	8.25	8.19
General inflation	%	4.00	5.43
Health care cost inflation	%	7.25	7.93
Real discount rate	%	0.93	0.24
Continuation of membership	%	100.00	100.00
Average retirement age	Years	65	60

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

UNIVERSITY OF JOHANNESBURG

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2008**

21 Critical accounting estimates and assumptions (continued)

21.3 Depreciation of property, plant and equipment

Depreciation on assets is calculated using the straight-line method to write off the cost/valuation 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 balance sheet date.

22 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	Reimburse- ments of expenses – aggregate paid R'000
Chair of Council	1	15	-
Chairs of Committees	4	74	2
Members of Council	13	146	6
		<hr/>	<hr/>
		235	8
		<hr/>	<hr/>

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

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Executive remuneration

Designation	Name	Salary R	Allowance R	Employer Contribution R	Total R	Leave days sold R	Merit bonus R	Study fees R	Grand total R
Vice-Chancellor	Prof IL Rensburg	1 793 272	333 216	293 173	2 419 661	138 340	485 000	-	3 043 002
Pro-Vice Chancellor	Prof D van der Merwe	1 472 504	73 300	256 922	1 802 726	244 504	370 825	-	2 418 055
Deputy Vice – Chancellor (Finance)	Prof JH Kriek	1 195 815	90 000	196 549	1 482 365	-	450 000	-	1 932 365
Deputy Vice – Chancellor; (Academic)	Prof A Parekh	1 232 861	51 041	210 129	1 494 030	124 435	403 237	-	2 021 703
Deputy Vice – Chancellor (Human Resources & Operation)	Prof N Morgan	1 174 004	65 344	155 590	1 394 938	-	20 000	-	1 414 938
Deputy Vice – Chancellor (Research & Innovation)	Prof A Habib	1 146 793	79 269	190 681	1 416 744	-	374 650	-	1 791 394
Registrar	Prof M Muller	800 418	96 000	155 161	1 051 579	547 945	355 000	-	1 954 524
Executive Dean: Health Science	Prof A Swart	773 227	54 292	146 426	973 944	-	239 016	-	1 212 960
Executive Dean: Science	Prof IC Burger	831 792	74 444	110 359	1 016 595	95 803	174 712	-	1 287 110
Executive Dean: Economic and Financial	Prof A Dempsey	780 253	48 000	157 595	985 848	22 625	224 680	-	1 233 153
Executive Dean: Education	Prof S Gravett	793 338	65 244	127 776	986 358	193 565	206 680	-	1 386 602
Executive Dean: Sport	Prof WJ Hollander	745 038	41 500	121 710	908 248	-	137 168	12 670	1 058 086
Executive Dean: LAW	Prof JM Otto	830 437	37 300	140 545	1 008 282	231 488	153 344	-	1 393 114
Executive Dean: Humanities	Prof RP Ryan	907 335	31 900	112 706	1 051 941	85 225	182 770	-	1 319 935
Executive Dean: Engineering	Prof TN Andrew	125 761	16 465	23 015	165 241	175 278	-	-	340 519
								Resigned 29/02/2008	

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UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

23

Executive remuneration (continued)

Designation	Name	Salary R	Allowance R	Employer Contribution R	Total R	Leave days sold R	Merit bonus R	Study fees R	Grand total R	
Executive Dean: Management	Prof L Luiz	291 503	8 720	51 418	351 641	39 886	10 000	-	401 527	Resigned 30/04/2008
Executive Dean: Design and Architecture	Prof M Sauthoff	996 903	12 000	1 497	1 010 400	-	192 344	-	1 202 744	
Executive Director: Centre for Technology Assisted Learning	Prof I Broere	752 564	68 544	105 763	926 870	148 536	142 000	14 880	1 232 286	
Executive Director: Institutional Effectiveness	Prof GJ Jacobs	717 762	63 800	132 229	913 791	-	113 000	37 870	1 046 661	
Executive Director: Library and Information Centre	Ms J Sander	693 097	108 750	128 494	930 341	-	97 605	-	1 027 946	
Executive Director: Finance	Mr JA van Schoor	802 222	50 300	134 766	987 288	115 008	168 126	-	1 270 423	
Executive Director: Human Resources	Prof S Verwey	537 185	8 000	104 903	650 088	-	15 000	-	665 088	Transferred 31/08/2008
Executive Director: Information Officer (Chief)	Mr A Vorster	752 776	46 400	123 436	922 612	197 198	140 509	-	1 260 319	
Executive Director: Expenditure	Mr CJH Kruger	702 820	90 017	141 800	934 637	64 227	151 008	-	1 149 872	
Executive Director: Research and Innovation	Prof T Auf der Heyde	194 637	7 380	33 719	235 735	127 293	-	-	363 028	Resigned 31/03/2008
Executive Director: Advancement	Mr KP Swift	833 361	36 000	31 335	900 696	-	120 086	-	1 020 782	

UNIVERSITY OF JOHANNESBURG

NOTES TO THE ANNUAL FINANCIAL STATEMENTS for the year ended 31 December 2008

23

Executive remuneration (continued)

Designation	Name	Salary R	Allowance R	Employer Contribution R	Total R	Leave days sold R	Merit bonus R	Study fees R	Grand total R	
Executive Director: Academic Support and Development	Prof E de Kadt	1 034 878	12 000	1 497	1 048 375	-	132 861	-	1 181 236	
Executive Director: Student Affairs	Prof MS Mandew	811 387	48 000	142 513	1 001 900	-	-	-	1 001 900	Appointed 01/08/2008
Executive Director: Research and Innovation	Prof CM Masuku	281 391	31 708	47 220	360 320	-	44 653	-	404 973	Appointed 01/09/2008
Executive Director: Human Resources	Ms TN Mgoduso	334 019	28 367	8 281	370 667	-	-	-	370 667	

ANNEXURE 1



UNIVERSITY OF JOHANNESBURG

STRATEGIC GOALS AND KPIs

Preamble

The University of Johannesburg (UJ) was established on 1 January 2005. It is the result of the combination of three institutions, each with an own culture, ethos and academic thrust. This, the first strategic plan for the University of Johannesburg, must give direction and create unity of purpose for the new university and its diverse stakeholders. It must ensure that each individual stakeholder of the University, be it a student, be it a staff member, be it an external person with a vested or personal interest in the welfare of this institution will know where the University intends going and what it wants to achieve. It is a document with which internal stakeholders can identify and can use to collectively take the University forward. It tells the outside world what the University stands for and how it wants to be judged.

As a knowledge intensive organisation operating in the knowledge economy the University of Johannesburg is concerned with the dynamics of developing and using knowledge more effectively in its core activities. The development of its knowledge base will affect the University's performance, and hence, its market value. The main objective however is to provide tools and indicators for use within the university to help manage innovation and increase earnings through the management of its intellectual capital. The strategic goals were determined in order to develop the market value¹ and enhance the academic standing and reputation of the University.

This strategic plan must be read in terms of the University's commitment to the transformational objectives as reflected in the Education White Paper 3: A Programme for the Transformation of Higher Education (1997) and summarized in the National Plan for Higher Education (2001): to ensure an equitable, sustainable and productive higher education system that will be of high quality and contribute effectively and efficiently to the human resource skills, knowledge and research needs of the country and which is consistent with the non-racial, non-sexist and democratic values enshrined in the Constitution.

The strategic plan is structured in terms of vision, mission and core values statements followed by a set of strategic goals. The latter are accompanied by key performance indicators (KPI's). Each KPI is augmented with one or more metrics according to which the progress in pursuit of the goal can be measured. These metrics are yardsticks for assessing changes in the KPI. Specific targets in terms of metrics will be set regularly, and actions initiated to meet those targets in a specified time. Progress towards targets will be monitored regularly, and targets will be reconsidered as required. This will ensure that the University proceeds purposefully in the direction it set for itself, and meet the thrust created by the strategic goals. The total Strategic Plan should also be reviewed regularly by the Council and VC.

VISION, MISSION AND VALUES

Vision	A premier, embracing, African city university offering a mix of vocational and academic programmes that advances freedom, democracy, equality and human dignity as high ideals of humanity through distinguished scholarship, excellence in teaching, reputable research and innovation, and through putting intellectual capital to work.
Mission	<p>We are committed to:</p> <p>Quality Education; Leading, challenging, creating and exploring knowledge; Supporting access to a wide spectrum of academic, vocational and technological teaching, learning and research; Partnerships with our communities; Contributing to national objectives regarding skills development and economic growth.</p>
Values	<p>Academic distinction; Integrity and respect for diversity and human dignity; Academic freedom and accountability; Individuality and collective effort; Innovation.</p>

TERMINOLOGY

Baseline	Most recent reading of a metric, used as basis for determining the target value.
Data custodian	Person responsible for ensuring that data regarding the specific metric is made available.
Goal Oversight Principal (GOP)	Person responsible to oversee progress regarding a specific goal.
Metric Indicator	Metrics are indicated in the text as G.K.M where: <ul style="list-style-type: none">• G: Number of Goal• K: Number of Key Performance Indicator (KPI)• M: Number of Metric
Responsible member	Person responsible to oversee progress regarding a specific line item.
Target	Target value to be reached at a predetermined date.

GOAL ONE: A REPUTABLE BRAND

Goal Oversight Principal: PVC

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

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

Brand reputation has multiple dimensions. The descriptor expresses the university's desire to be recognised for delivering on its goals in the core business of teaching and learning (addressed in Goal 2), research (Goal 3) and community engagement (Goal 4). To achieve this goal the University must be in the eye and mind of its stakeholder audiences (brand recall) and they must be amenable to being associated with the brand (brand resonance). It must also be seen to deliver on its promises, notably as listed in the descriptor above (see also Goal 9 in this regard), and to adhere to good corporate governance principles. In the final instance this must lead to stakeholders becoming increasingly loyal to the brand.

KPIs :

- KPI 1: Brand recall
- KPI 2: Brand resonance
- KPI 3: Brand reality
- KPI 4: Brand loyalty

GOAL TWO: EXCELLENCE IN TEACHING AND LEARNING

Goal Oversight Principal: PVC

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

Teaching and learning excellence is a sine qua non for any institution which strives to become a premier university.

The extent to which students attain targeted learning outcomes is indicative of learning excellence. Degree credit success rate is one practical way in which to measure the rate of progress towards these goals. It is readily available in the HEMIS database. As such it also allows comparison with other public HE institutions. The extent to which students are enabled to reach their intended learning outcomes is indicative of teaching excellence, the quality of programmes, the availability of well-qualified staff and effective academic development initiatives. The extent to which new graduates and diplomates find employment is one measure of the relevance of programmes. The diversity of programmes is addressed under goal 7 KPI 2.

It is essential that the University recognises the growing trend towards lifelong learning. Participation in lifelong learning programmes are indicative of how teaching and learning at UJ is valued by those who want to progress further in terms of higher education.

KPIs:

- KPI 1: Learning excellence
- KPI 2: Teaching excellence
- KPI 3: Relevance/impact programmes
- KPI 4: Quality of programme offerings
- KPI 5: Lifelong learning
- KPI 6: Quality of academic staff
- KPI 7: Effectiveness of student academic development initiatives

GOAL THREE: INTERNATIONALLY COMPETITIVE RESEARCH

Goal Oversight Principal: PVC

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

UJ has committed itself to become one of the top research universities in the country. Internationally recognised measures of research prowess are the research output of a university and its research capacity, as well as its investment in research.

The University's research output of accredited research publications, and M-and D-graduates generates research subsidy. Non-subsidy research income gives an indication of how effective UJ is at attracting research funding based on its reputation, and diversifies the UJ income stream. The number and level of NRF-ratings of researchers and the number of NRF chairs give an external perspective on the quality of the research of UJ.

Academic qualifications of instruction/research staff members are a proxy measure of the University's research capacity. How this capacity is utilised is approximated by the research output per instruction/research member. Early indicators of the development of a research culture include non-accredited research output such as mentioned in KPI 8, conference papers and income generating innovative initiatives.

Research collaboration not only enhances UJ's research capacity but also reflects its standing in the research community.

KPIs:

- KPI 1: Accredited research output
- KPI 2: Non-subsidy research income
- KPI 3: NRF-rated researchers
- KPI 4: Staff profile in terms of research qualifications
- KPI 5: Active formal research collaboration with national and international partners
- KPI 6: Number of NRF chairs
- KPI 7: Research investment
- KPI 8: Non-accredited research output
- KPI 9: Conference papers
- KPI 10: Income generating innovative initiatives

GOAL FOUR: AN ENGAGED UNIVERSITY

Goal Oversight Principal: PVC

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

As a knowledge institution, UJ can make a unique contribution to its external constituencies (in the national, SADC and African context) through the utilisation of its knowledge capital. This is typically done through community engagement (CE) projects and public scholarship. Both the number of formal projects and the financial investment in such projects are indicative of the University's commitment to its communities. To ensure consistency and comparability in setting targets, only projects of a pre-defined duration with a pre-determined minimum level of UJ involvement will be considered for inclusion in the metrics below.

A further element of UJ engagement is the forming of partnerships with other HE institutions and with the public and private sector, including BBBEE companies. Not only are such partnerships mutually beneficial, if well thought through by all parties involved, UJ's reputation is enhanced. UJ's reputation is further enhanced through the stature of its partnerships. The extent of such partnerships is measured through the number of such partnerships, while the financial value of such partnerships is used as a proxy for the strength of the partnerships.

KPIs:

- KPI 1: Community Engagement projects
- KPI 2: Rands spent on community engagement
- KPI 3: Active engagement with the challenges of SADC and the African continent
- KPI 4: Stature of strategic partners
- KPI 5: Public scholarship

GOAL FIVE: MAXIMIZING THE INTELLECTUAL CAPITAL

Goal Oversight Principal: DVC: Human Resources & Operations

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

Intellectual capital is a broad concept, which can be conceptualised as shown in the diagram in the endnote. A conscious decision was taken to concentrate on human capital for the purpose of this goal.

The qualification and skills level of staff is a measure of the capacity and quality of the human capital of the University. Talent management is an umbrella term covering all actions which the University take to develop and sustain its human resources in the best interest of the University, the community, the country, and the individual. It will include aspects like skills development and management, succession and career planning, and performance management.

The satisfaction of staff with their caring environment will meaningfully contribute to maximising the intellectual capital.

KPIs:

- KPI 1: Qualifications of academic staff
- KPI 2: Talent management
- KPI 3: Staff satisfaction
- KPI 4: Caring environment for staff

GOAL SIX: INSTITUTIONAL EFFICIENCY AND EFFECTIVENESS

Goal Oversight Principal: DVC: Strategic and Institutional Planning and Implementation

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

Efficiency is interpreted as referring to ***doing things right***, while **effectiveness** is interpreted as referring to ***doing the right things***. Effectiveness is the attainment of goals, such as strategic goals and enrolment goals. Efficiency is fitness for purpose. The HEQC criteria measure this.

Good corporate governance and financial sustainability are emphasised as preconditions for effectiveness and efficiency. Above all, efficiency and effectiveness should not be achieved at the expense of the academic project.

KPIs:

- KPI 1: Effectiveness
- KPI 2: Efficiency and future sustainability
- KPI 3: Progress towards attaining HEQC audit criteria
- KPI 4: Corporate governance
- KPI 5: Enrolment Management

GOAL SEVEN: CULTURE OF TRANSFORMATION

Goal Oversight Principal: VC

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

The National Plan for Higher Education (NPHE) (2001) lists the following key goals and objectives as supportive of transformation in SA Higher Education:

- 1. To provide increased access to higher education to all irrespective of race, gender, age, creed, class or disability and to produce graduates with the skills and competencies necessary to meet the human resource needs of the country.*
- 2. To promote equity of access and to redress past inequalities through ensuring that the staff and student profiles in higher education progressively reflect the demographic realities of South African society.*
- 3. To ensure diversity in the organisational form and institutional landscape of the higher education system through mission and programme differentiation, thus enabling the addressing of regional and national needs in social and economic development.*
- 4. To build high-level research capacity to address the research and knowledge need of South Africa.*
- 5. To build new institutional and organisational forms and new institutional identities through regional collaboration between institutions.*

These goals and objectives form the point of departure when unpacking transformation in terms of KPIs and metrics for UJ. Widening of participation in terms of race, gender and disability addresses NPHE goals 1 and 2. Student and staff equity are the key metrics. Institutional differentiation through programme diversity addresses goals 3 and 5. Programme differentiation is assessed through unique programme offerings, responsiveness to national HR needs and the quality of programmes. NPHE goal 4 is addressed under Strategic Plan goal 3.

The UJ Values are listed at the beginning of this document. The way in which UJ staff members live the values demonstrates UJ's commitment to its values.

KPIs:

KPI 1: Widening of participation in terms of race, gender and disability.

KPI 2: Institutional differentiation through programme diversity and quality

KPI 3: Progress in the promotion of UJ values.

GOAL EIGHT: COMPETITIVE RESOURCING

Goal Oversight Principal: DVC: Finance

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

UJ needs to expand its income in terms of size and number of sources. Income as KPI measures the financial ability of the University to fulfil its role.

The focus of the second KPI is on expanding other sources of other income, making the University less dependent on a narrow band of contributors, including Government subsidies and student fees.

KPIs:

KPI 1: Size of income

KPI 2: Diversity of income

GOAL NINE: THE PREFERRED STUDENT EXPERIENCE

Goal Oversight Principal: PVC

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

The students must experience that the University offers them a preferred environment and hence it will be necessary to regularly gauge their assessment through student experience surveys. This also links to Goal 1, KPI 5 (stakeholder loyalty). An effective and efficient administrative environment will contribute to a positive assessment of the student experience.

Meaningful attention to the holistic development of students is considered to be a prerequisite for UJ to become the home of the preferred student experience. This prerequisite embraces being on the forefront of teaching and student support, which is supported by an enabling environment. Student wellness and offering a caring and safe environment are other priorities in the holistic (intellectual, social, emotional, physical, spiritual) development of the student.

KPIs:

KPI 1: Student preference

KPI 2: Holistic development

KPI 3: Student wellness

KPI 4: Caring environment

KPI 5: Safe environment

KPI 6: Effective and efficient academic administration

GOAL TEN: FOCUS ON THE GAUTENG CITY REGION

Goal Oversight Principal: DVC: Research, Innovation & Advancement

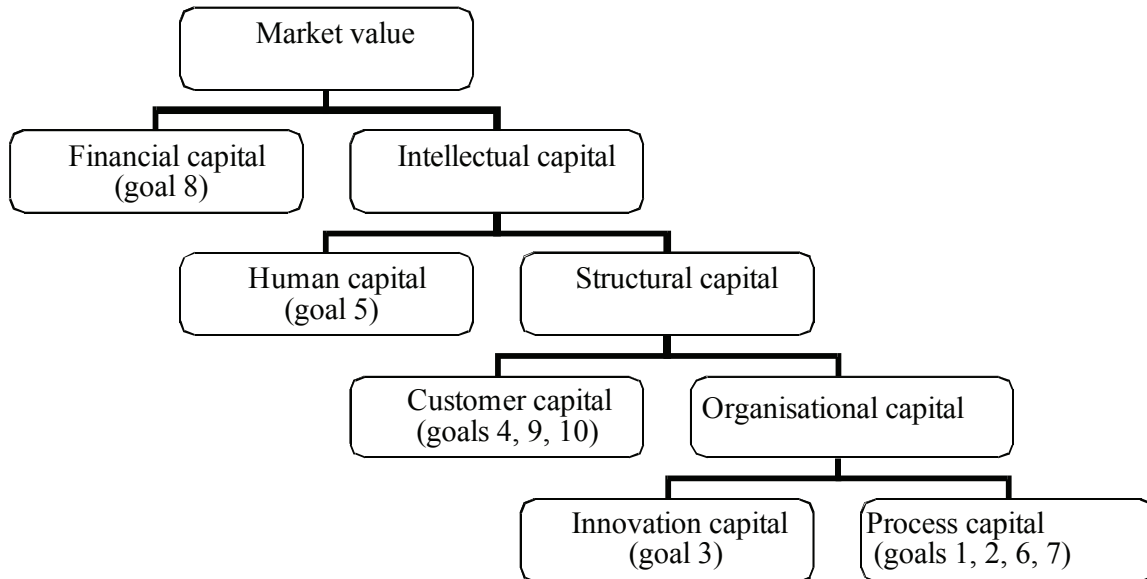
To establish the university as a partner and prime stakeholder in the Gauteng City Region and its development.

UJ is situated in Gauteng, and is committed to contributing to the economic and social development of the province. This can be seen through the scope of its involvement in joint projects in the region.

KPIs:

KPI 1: Joint development projects

The Scandia Intellectual Capital Value Scheme



Source: Roos, J.; Roos, G.; Dragonetti, N.C.; & Edvinsson, L. 1997. *Intellectual Capital: Navigating the new business landscape*. London: Macmillan Press.

It is widely accepted that the market value of an organisation is the sum total of its Financial Capital plus its Intellectual Capital. In various studies of the concept of Intellectual Capital it is concluded that Intellectual Capital consist out of three major components, namely Human Capital, Structural Capital and Relational/Customer Capital. One of the most proliferate writers on this topic is Leif Edvinsson, the ICM Manager of Skandia, and he further subdivides this classification. He came up with the model above and this is widely accepted as the basis for a proper understanding of Intellectual Capital.

These components can be defined as follows:

- **Human capital** refers to employees' competencies and capabilities – the combined knowledge, skill, innovativeness, and the ability of the university's individual employees to meet the task at hand. It also includes the university's values, culture and philosophy. The university cannot own human capital.
- **Structural capital** consists of organisational capital and customer capital:
 - **Organisational capital** includes the systems (hardware, software, databases), networks, policies, culture, distribution channels, organisational structure, organisational capabilities developed to meet market requirements, intellectual property and everything else of organisational capability that supports the employees' productivity – everything left at the office when the employees go home. Unlike human capital, structural capital can be owned by the university and thereby traded.
 - **Process capital** refers to the university's value-creating processes such as the organisational structure, management practices, systems and procedures, infrastructure, computer systems, etc.
 - **Innovation capital** comprises both explicit knowledge and intellectual assets, which are difficult to identify, e.g. positive culture.
 - **Intellectual property** is an expression for documented and captured knowledge such as innovations, operational practices, patents, technology, educational programmes, corporate knowledge bases, designs, specification of products and services.

- **Relational/customer capital** is represented in the value of the university's relationship with its customers. This includes the connections that people outside the university have with it, their loyalty, the market share, the level of back orders, and similar issues.

ANNEXURE 2

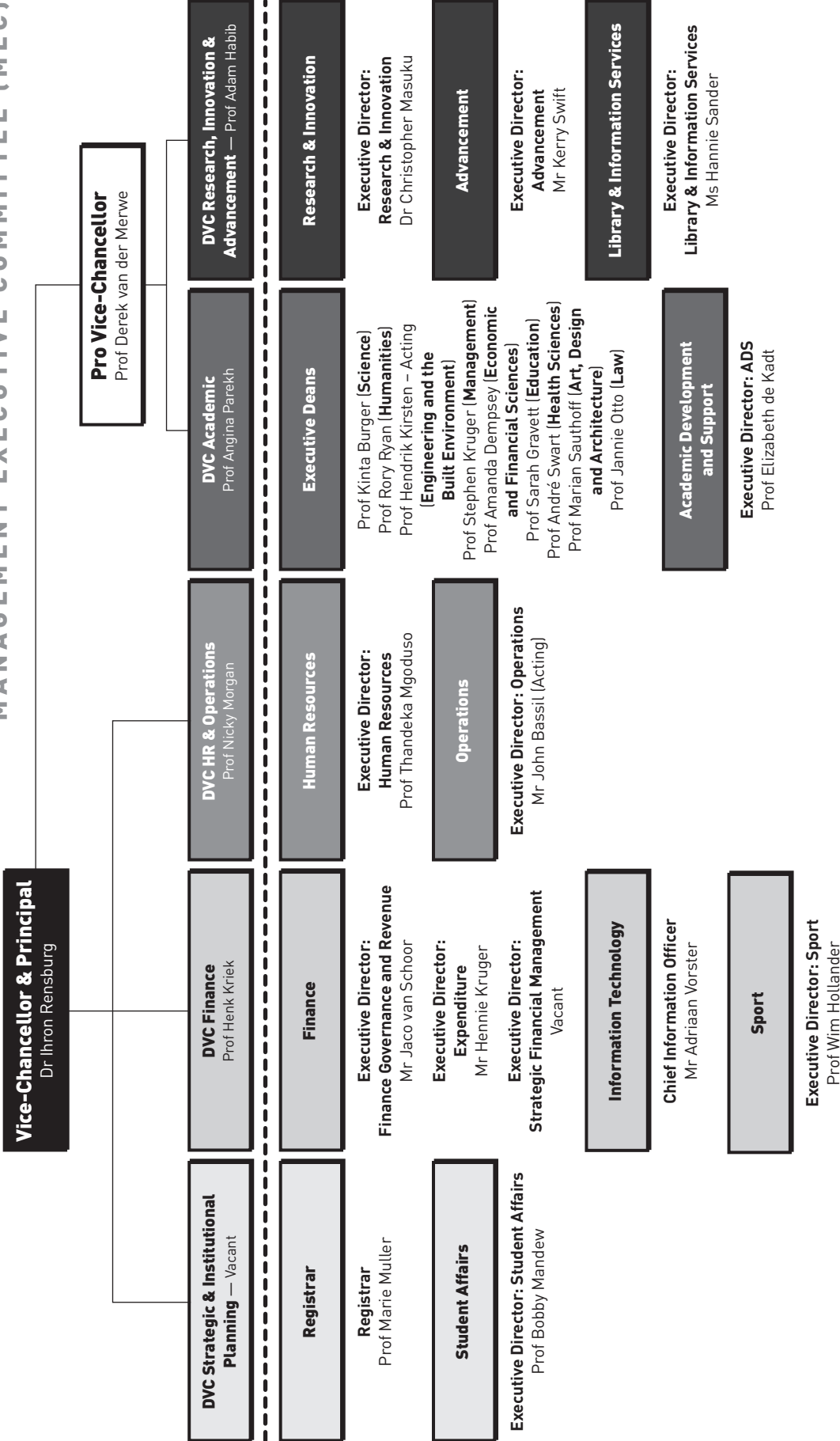


ANNEXURE 3



MANAGEMENT EXECUTIVE STRUCTURE OF THE UNIVERSITY OF JOHANNESBURG (MEC)

MANAGEMENT EXECUTIVE COMMITTEE (MEC)



ANNEXURE 4





Income differential statement

PLEASE READ THIS FIRST

WHAT IS THE PURPOSE OF THIS FORM?
This form contains the format for reporting income differentials to the Employment Conditions Commission.

WHO FILLS IN THIS FORM?
All designated employers must complete every section of this statement.

SEND TO:
Employment Equity Registry
The Department of Labour
Private Bag X117
Pretoria 0001
Telephone: 012 3094000
Facsimile: 012 3094737 / 3094188
e-mail: ee@labour.gov.za

SECTION A: EMPLOYER DETAILS

Trade name	University of Johannesburg
DTI registration name	N/A
DTI registration number	N/A
PAYE/SARS number	7080754312
UIF reference number	U080754312
EE reference number	14687
Industry/Sector	Education
Seta classification	Higher Education - 92007
Telephone number	011-559-2552
Fax number	011-559-2888
Email address	sverwey@uj.ac.za
Postal address	PO Box 524 Auckland Park
Postal code	2006
City/Town	Johannesburg
Province	Gauteng
Physical address	Corner Kingsway and University Road Auckland Park
Postal code	2092
City/Town	Johannesburg
Province	Gauteng

Details of CEO at the time of submitting this report

Name and surname	Prof IL Rensburg
Telephone number	011-559-2202
Fax number	011-559-2260
Email address	ilrensburg@uj.ac.za

Details of Senior Manager for Employment Equity at the time of submitting this report

Name and Surname	Ms Thandeka Mgoduso
Telephone number	011 559 2807
Fax number	011 559 2260
Email address	thandekam@uj.ac.za

Business Type

Private Sector	Parastatal
National Government	Provincial Government
Local Government	<input checked="" type="checkbox"/> Educational Institution
Non-profit Organization	

Information about the organization at the time of submitting this report

Number of employees in the organization	0 to 49 50 to 149 <input checked="" type="checkbox"/> 150 or more
In terms of Section 14 of the Act, are you voluntary complying?	Yes <input checked="" type="checkbox"/> No
Is your organization an organ of State?	<input checked="" type="checkbox"/> Yes No
Date of submitting this report	29 September 2008

WHAT MUST BE TAKEN INTO CONSIDERATION WHEN COMPLETING THE EEA4 FORMS

1. Foreign nationals, i.e. all those individuals who are not citizens of South African, should be excluded when completing the EEA4 forms.
2. Non-permanent employees should be included in the EEA4 forms in terms of the relevant occupational category and occupational level.
3. The calculation of remuneration must include twelve months of a financial year that is in line with the period covered by the EEA2 reporting form. Where this is not possible, e.g. in the case of non-permanent employees, the total payment the person received for the period worked should be divided by the number of months worked, and then multiplied by twelve.
4. The payments below indicates what must be included and what must be exclude in an employee's remuneration for the purposes of calculating pay in order to complete the EEA4 forms.

INCLUDED:

- Salaries and fees paid to directors
- Salary payments made to directors, executives and managers
- Payments for all types of leave which relate to the reference period
- Commissions paid
- Employer's contribution to pension, provident, medical aid, sick pay and other funds (e.g. UIF and CC)
- Payments for piecework, incentive or profit sharing schemes
- Fringe benefits paid in cash such as housing, mortgage and rent subsidies and transport allowance (e.g. monthly petrol allowance)
- Allowances and penalty payments relating to ordinary time hours
- Performance and other bonuses
- Value of any salary sacrificed
- Amounts paid

EXCLUDED:

- Payments to independent contractors
- Imputed value of fringe benefits
- Fringe benefits tax
- Reimbursement for expenses e.g. travel, entertainment, meals and other expenses
- Amounts paid from abroad to employees based in SA e.g. embassy employees
- Severance, terminations and redundancy payments
- Overtime pay
- Payments which do NOT relate to the reference period

SECTION B: INCOME DIFFERENTIALS STATEMENT

Please use the table below to indicate the total remuneration paid to all employees in each OCCUPATIONAL CATEGORY

Occupational categories	Total workers in category	Total Remuneration	Male						Female					
			African		Coloured		Indian		White		African		Coloured	
			No of workers	Total Remuneration	No of workers	Total Remuneration	No of workers	Total Remuneration	No of workers	Total Remuneration	No of workers	Total Remuneration	Total workers	Total remuneration
Legislators, senior officials and managers	198	107373282.	23	10743518.3	8	7470911.4	5	3472991.08	61	40040677.7	10	2789778.85	3	1161321.54
Professionals	2248	498627319.	294	58486937.4	21	5816734.82	64	13579302.6	795	206602026.	169	29911027.	42	8958335.71
Technicians and associate professionals	582	61885534.2	147	14843264.7	10	1667918.71	11	2004353.35	138	14825582.6	107	7648708.81	14	2369111.6
Clerks	3035	203966589	695	33193423.8	32	2810717.44	30	1224882.64	481	28354389.4	679	38532659.5	90	12524759.3
Service and sales workers	199	27475759.6	134	17980739.4	1	238263.	0	0	33	5475428.34	18	2378204.64	2	155989.18
Skilled agricultural and fishery workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Craft and related trades workers	69	11285726.7	37	4381614.72	7	1318132.	0	0	22	5267778.58	3	318201.363	0	0

Plant and machine operators and assemblers	69	8661560.97	66	8049036.62	1	280662.585	0	0	0	0	1	115262.35	0	0	0	0	1	216599.415
Elementary occupations	250	26433655.3	158	17062499.5	3	345017.558	0	0	4	629358.002	84	8295921.26	1	100858.96	0	0	0	0
TOTAL	6650	945709426	1554	164741034	83	19948357.	110	20281529.7	1534	301195241	1071	89989764.2	152	25270376.3	28834359.3	195	295448763	

PLEASE PROVIDE REASONS FOR DISPARITIES WITHIN EACH OCCUPATIONAL CATEGORY BELOW:

Legislators, senior officials and managers

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exist.

Professionals

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Technicians and associate professionals

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Clerks

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Service and sales workers

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Skilled agricultural and fishery workers

N/A to the University.

Craft and related trades workers

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Plant and machine operators and assemblers

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Elementary occupations

The University pays market-related remuneration in this category, as measured against other South African Higher Educational institutions.
No known disparities that are unfairly discriminatory in nature exists.

Please use the table below to indicate the total remuneration paid to all employees in each OCCUPATIONAL LEVEL

Occupational levels	Total workers in level	Total Remuneration	Male												Female			
			African				Coloured				Indian				White			
			No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total Remuneration	No. of workers	Total remuneration
Top Management	2	567819 4.28	0	0	1	3068963. 39	0	0	1	260923 0.88	0	0	0	0	0	0	0	0
Senior Management	27	322150 23.5	2	1740827. 25	2	2493270. 15	1	1497525. 65	12	142039 98.2	1	655860. 22	0	0	1	18136 02.06	8	980994 0
Professionally qualified and experienced specialists and mid-management	620	287072 821	54	2218511 6.3	10	4343733. 55	17	6608392. 93	277	143403 839	24	880508 4.55	9	32269 21.52	15	61946 62.71	214	923050 70.3
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	2634	458988 676	415	7133929 4.7	41	8452216. 33	60	1084112 6.7	665	115826 786	284	468978 42.3	104	20246 201.9	105	18529 459.6	960	166855 748
Semi-skilled and discretionary decision making	3278	154677 430	1031	6461229 3.4	28	1534941. 23	32	1334484. 41	570	247493 81.9	744	322767 82.6	39	17972 52.89	65	22186 96.66	769	261535 96.8
Unskilled and defined decision making	89	707728 1.3	52	4863502. 66	1	55233.24	0	0	9	402005. 026	18	135419 4.47	0	0	1	77938 .32	8	324407. 575
Total	6650	945709 426	1554	1647410 34	83	1994835 7.9	110	2028152 9.7	1534	301195 241	1071	899897 64.2	152	25270 376.3	187	28834 359.3	1959	295448 763

PLEASE PROVIDE REASONS FOR DISPARITIES WITHIN EACH OCCUPATIONAL LEVEL BELOW:

Top Management

No known disparities that are unfairly discriminatory in nature exists.

Senior Management

No known disparities that are unfairly discriminatory in nature exists.

Professionally qualified and experienced specialists and mid-management

No known disparities that are unfairly discriminatory in nature exists.

Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents

No known disparities that are unfairly discriminatory in nature exists.

Semi-skilled and discretionary decision-making

No known disparities that are unfairly discriminatory in nature exists.

Unskilled and defined decision-making

No known disparities that are unfairly discriminatory in nature exists.

ANNEXURE 5



UNIVERSITY OF JOHANNESBURG

COUNCIL PERFORMANCE REVIEW Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council, Council Committee Charters, the meeting agendas and minutes, as well as the outcome of the Council Committee ratings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 12 December 2008.

Review criteria Council:	Dysfunctional Poor performance		Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5
1. Adheres to the general principles of governance (Council Charter clauses 5.1-5.15);				✓	
2. Executes its financial governance responsibilities (Council Charter 5.16-5.22);					✓
3. Executes its auditing governance responsibilities (Council Charter 2.23-5.29);					✓
4. Executes its governance responsibilities regarding physical assets and related projects (Council Charter 5.30-5.32);				✓	
5. Executes its governance responsibilities related to human resources (Council Charter 5.33-5.39);				✓	
6. Executes its governance responsibilities related to the core business and academic support services (Council Charter 5.40- 5.44);				✓	

7.	Protects the role of the University (Council Charter 5.45-5.46);					✓		
8.	Evaluates its effectiveness/performance (Council Charter clause 6 and self-assessment results of the respective council committees) and the functionality / effectiveness of Council Committee;					✓		
9.	Adheres to the general principles of good governance (Council Charter clause 7);						✓	
10.	Adds value as individuals and collectively as a team.					✓		

General comments and recommendations Section A: Council Governance Performance

I think we have made very good progress – there is a better appreciation of the challenges.

Council's overall performance is good.

The Council functions well under good leadership.

The UJ Council comprises of a team of committed individuals who have the best interests of the UJ in all they do.

Chairperson: _____
PROF R MARCUS

UNIVERSITY OF JOHANNESBURG

COUNCIL PERFORMANCE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review: 12 December 2008.

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional					Comments / Recommendations
	1	2	3	4	5	NA					
1. The Chairperson and deputy chairperson where applicable, are elected and appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓						
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓						
3. Special and extraordinary/emergency meetings are called in accordance with the Guide for Meetings and/or the requirements of the SIS and/or Charter;					✓						
4. The Chair, in consultation with the Vice-Chancellor, directs the meetings by giving input into the agenda;					✓						
5. The agenda and subsequent annexures enable informed decision-making by members;					✓						

6.	Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;							✓			
7.	The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;							✓			
8.	The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;							✓			
9.	Attendance of meetings is good;						✓				
10.	Members adhere to the general principles of good governance related to meetings and meeting procedures;							✓			
11.	Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);							✓			
12.	Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;							✓			
13.	Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;							✓			
14.	The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);							✓			
15.	The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.							✓			

General comments and recommendations Section B: Operational and Administrative Performance

The standards have improved considerably over the past 12 months.

The Council and its executive officers function extremely well.

Chairperson:

PROF R MARCUS

UNIVERSITY OF JOHANNESBURG

COUNCIL EXECUTIVE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Executive Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Executive Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review 12 December 2008

	Dysfunctional Poor performance		Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5
Council Executive Committee (Exco):					
1. Ensures good University governance;				✓	
2. Deals with urgent and confidential matters that cannot be delayed;					✓
3. Monitors the process of transformation and progress with the merger;				✓	
4. Supports the Vice-Chancellor to ensure good management;					✓
5. Considers matters of potential or real risk to give a mandate for action/intervention to the Vice-Chancellor;				✓	
6. Considers interventions/strategies that could impact on the University's vision, mission and strategic objectives;				✓	
7. Acts as the Council Membership Committee;					✓

8. Acts as the Council Remuneration Committee (excluding internal council members)						✓	Committee membership needs to be revisited.
9. Monitors the functionality of Council Exco and the other Council Committees;					✓		
10. General composition, individual and collective value added by members.						✓	

General comments and recommendations Section A: Council Governance Performance

The governance issues are better handled and have become a way of life.

Chairperson: _____
PROF R MARCUS

UNIVERSITY OF JOHANNESBURG

COUNCIL EXECUTIVE COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Executive Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Executive Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review 12 December 2008

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson and deputy chairperson where applicable, are elected and appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓		
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;					✓		
4. The Chair, in consultation with the Vice-Chancellor, directs the meetings by giving input into the agenda;				✓			
5. The agenda and subsequent annexures enable informed decision-making by members;					✓		Written reports to be submitted on matters arising.

[illegible]

UNIVERSITY OF JOHANNESBURG

COUNCIL AUDIT AND RISK COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Audit and Risk Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Audit Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 12 December 2008.

Review criteria	Dysfunctional Poor performance					Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5			
Council Audit and Risk Committee:								
1. Executes its overall governance responsibility to ensure that internal control systems, information systems, accounting practice, internal and external financial reporting and corporate governance of the University are continuously adequate and effective (section 5.1 of the Charter);				✓				
2. Executes its specific responsibilities related to accounting and internal control systems (section 5.2 of the Charter)				✓				
3. Executes its specific responsibilities related to the internal audit (section 5.3 of the Charter);				✓				
4. Executes its specific responsibilities related to the external audit (section 5.4 of the Charter);					✓			
5. Evaluates the University's compliance with legal requirements (section 5.5 of the Charter);				✓				

6. Executes its specific responsibilities related to financial reporting (section 5.6 of the Charter);								✓	
7. Executes its specific responsibilities related to corporate governance review (section 5.7 of the Charter);								✓	
8. Evaluates whether the University is sufficiently protected from information system risks (section 5.8 of the Charter);								✓	
9. Executes its specific responsibilities related to risk management (section 5.9 of the Charter);								✓	
10. Assesses its performance with due regard to the individual and the collective value added by members.								✓	

General comments and recommendations Section A: Council Governance Performance

The responsibilities related to Risk has only now been introduced and is accordingly rated average only.

There's room for improvement.

Chairperson:

MR J NJEKE

UNIVERSITY OF JOHANNESBURG

COUNCIL AUDIT AND RISK COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of the Council Audit and Risk Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Audit Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review: 12 December 2008.

Poor performance Highly effective

Review criteria	Dysfunctional					Highly functional					Comments / Recommendations
	1	2	3	4	5	NA					
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓						
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓						
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;						✓					
4. The Chair, in consultation with the Deputy Vice-Chancellor: Finance, directs the meetings by giving input into the agenda;					✓						
5. The agenda and subsequent annexures enable informed decision-making by members;					✓						

6. Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;					✓				
7. The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;						✓			
8. The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;						✓			
9. Attendance of meetings is good;					✓				
10. Members adhere to the general principles of good governance related to meetings and meeting procedures;						✓			
11. Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);						✓			
12. Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;						✓			
13. Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;					✓				
14. The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);						✓			

15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.						✓												
--	--	--	--	--	--	---	--	--	--	--	--	--	--	--	--	--	--	--

General comments and recommendations Section B: Operational and Administrative Performance

None.

Chairperson: _____
MR J NJEKE

UNIVERSITY OF JOHANNESBURG

COUNCIL FINANCE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Finance Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Finance Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review 12 December 2008.

Review criteria	Dysfunctional Poor performance					Highly functional Highly effective					Comments / Recommendations
	1	2	3	4	5	1	2	3	4	5	
Council Finance Committee:											
1. Functions in accordance with the principles of applicable corporate governance related to financial and asset management;					✓						
2. Determines the financial delegation of authority within the University and monitors compliance in this regard;					✓						
3. Executes its governance responsibilities regarding the University's financial management and investment practices;					✓						
4. Reviews the University's financial objectives and attainment thereof;					✓						
5. Considers the University's budget for recommendation to Council;					✓						
6. Executes its governance responsibilities regarding financial reporting within the University;					✓						

7. Identifies and governs the financial and procurement risks of the University;							✓	
8. Ensures that the asset base of the University is protected against injudicious spending patterns;							✓	
9. Evaluates the performance of the Finance Committee and addresses inefficiencies accordingly;							✓	
10. General composition, individual and collective value added by members.						✓		Too few outside members.

General comments and recommendations Section A: Council Governance Performance

None.

Chairperson:

MS T COETZER

UNIVERSITY OF JOHANNESBURG

COUNCIL FINANCE COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Finance Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Finance Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review 12 December 2008.

Review criteria	Poor performance Dysfunctional					Highly effective Highly functional		Comments / Recommendations
	1	2	3	4	5	NA		
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓			
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓			
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;					✓			
4. The Chair, in consultation with the Deputy Vice-Chancellor: Finance, directs the meetings by giving input into the agenda;					✓			
5. The agenda and subsequent annexures enable informed decision-making by members;					✓			

6. Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;							✓		
7. The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;							✓		
8. The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;							✓		
9. Attendance of meetings is good;							✓		
10. Members adhere to the general principles of good governance related to meetings and meeting procedures;						✓			
11. Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);							✓		
12. Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;							✓		
13. Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;							✓		
14. The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);							✓		The chairperson is extremely able.

15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.						✓			
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General comments and recommendations Section B: Operational and Administrative Performance

None.

Chairperson: MS T COETZER

UNIVERSITY OF JOHANNESBURG

COUNCIL HUMAN RESOURCES COMMITTEE PERFORMANCE REVIEW Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Human Resources Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Human Resources Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 12 December 2008.

Review criteria Council Human Resources Committee:	Dysfunctional Poor performance					Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5			
1. Executes its governance responsibilities regarding human resource management within the University;				✓				Action can be tardy.
2. Executes its governance responsibilities regarding employment equity and acts as the University's Employment Equity Committee;			✓					
3. Considers and recommends to Council the delegation of authority regarding human resource management within the University;				✓				
4. Considers and recommends to Council the Conditions of Service for employees, including annual salary increases and the performance management system within the University;				✓				
5. Executes its governance responsibilities regarding senior/executive human resource management within the University;				✓				

UNIVERSITY OF JOHANNESBURG

COUNCIL HUMAN RESOURCE COMMITTEE REVIEW Section B: Operational and Administrative Performance

The operational and administrative performance of Council Human Resources Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Human Resources Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review: 12 December 2008

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;				✓			
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;				✓			
4. The Chair, in consultation with the Deputy Vice-Chancellor: Human Resources and Operations, directs the meetings by giving input into the agenda;					✓		
5. The agenda and subsequent annexures enable informed decision-making by members;				✓			
6. Committee administration ensures that the							

[illegible]

15. The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.									✓	
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General comments and recommendations Section B: Administrative and Operational Performance

None.

Chairperson:

 MR J DIKGOLE

UNIVERSITY OF JOHANNESBURG

COUNCIL PLANNING AND RESOURCE COMMITTEE PERFORMANCE REVIEW

Section A: Governance Performance Assessment

The comprehensive governance performance, functionality and efficiency of Council Planning and Resource Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Department of Education's Governance Series (2007), the Charter for Council Planning and Resource Committee and the meeting agendas and minutes. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective/poor performance (a rating of 1 or 2), average performance (a rating of 3), to highly functional/very effective governance with a rating of 4 or 5 allocated.

Date of performance review: 12 December 2008.

Review criteria	Dysfunctional Poor performance					Highly functional Highly effective		Comments / Recommendations
	1	2	3	4	5			
Council Planning and Resource Committee:								
1. Executes its governance responsibilities regarding the strategic plan for the physical infrastructure of the University;				✓				Focus in 2008 was on the Campus Master Plan and the pre-planning for the SWC Campus and will continue in 2009.
2. Executes its governance responsibilities regarding project management related to building and maintenance projects of the University;				✓				Projects were largely on time and in budget.
3. Executes its governance responsibilities regarding security and protection;				✓				Equity on all campuses to be addressed in 2009.
4. Executes its governance responsibilities regarding health and safety within the University and surrounding environment;				✓				Good progress made in 2008.
5. Ensures adequate disaster management;			✓					Good progress made – to be finalised in 2009.
6. Considers major building projects and acquisition of physical assets for recommendation to Council;							✓	

7. Evaluates and monitors the risks related to the infrastructure and physical assets of the University;				✓		Submit regular reports to Council in 2009.
8. Provides strategic guidance on the sourcing of external funds for major building projects and the acquisition of major physical assets;		✓				Strategic guidance on the sourcing of external funds to be further addressed in 2009.
9. Evaluates the performance of the Planning and Resource Committee and addresses inefficiencies accordingly;				✓		
10. General composition, individual and collective value added by members.				✓		

General comments and recommendations Section A: Council Governance Performance

The PRC is satisfied that it executed its primary responsibilities in 2008 but more emphasis must be placed on the sourcing of external funds for building projects in 2009.

Chairperson: _____

MR CB GEBHARDT

UNIVERSITY OF JOHANNESBURG

COUNCIL PLANNING AND RESOURCE COMMITTEE PERFORMANCE REVIEW

Section B: Operational and Administrative Performance

The operational and administrative performance of Council Planning and Resource Committee is reviewed in accordance with the Act, the Standard Institutional Statute, the Charter for Council Planning and Resource Committee, the meeting agendas and minutes, the general principles of good governance, as well as the Guide to effective meetings. A rating is allocated by marking ✓ in the appropriate space. The rating varies from dysfunctional/ineffective to highly functional/very effective. "Not applicable" only to be considered for item 3.

Date of operational and administrative performance review: 12 December 2008.

Review criteria	Poor performance Dysfunctional			Highly effective Highly functional			Comments / Recommendations
	1	2	3	4	5	NA	
1. The Chairperson is elected or appointed in accordance with the requirements of the Act, SIS and/or the Charter;					✓		
2. Meetings are held in accordance with the requirements of the SIS and/or Charter and as scheduled in the annual year programme of the University;					✓		
3. Special and extraordinary/emergency meetings are called in accordance with the Rules for Meetings and/or the requirements of the SIS and/or Charter;					✓		
4. The Chair, in consultation with the Deputy Vice-Chancellor: Human Resources and Operations, directs the meetings by giving input into the agenda;				✓			
5. The agenda and subsequent annexures enable informed decision-making by members;				✓			Members must submit relevant information timeously.

6.	Committee administration ensures that the agenda is circulated to the members of the committee timeously to enable adequate preparation for the meeting;							✓		The PRC commends Committee Admin for their professional service.
7.	The meeting is duly constituted in accordance with the requirements reflected in the SIS and/or Charter and quorum requirements;							✓		
8.	The chair consistently requests the declaration of a conflict of interest (including a zero conflict of interest when applicable) and members adhere thereto, and when necessary, requests members to sign the statement of confidentiality;							✓		
9.	Attendance of meetings is good;						✓			
10.	Members adhere to the general principles of good governance related to meetings and meeting procedures;						✓			
11.	Decision-making is in accordance with the general principles of good governance and within the authorised scope of authority as reflected in the SIS and/or Charter and Delegation of Authority (refer to the SIS, Charter and Guide for Meetings);						✓			
12.	Termination of membership and the filling of vacancies are in accordance with the SIS, Charter and Guide for Meetings;							✓		
13.	Members diligently execute their duties of care and skill, as well as their fiduciary duties, owed to the University;							✓		
14.	The chair executes his/her responsibilities as reflected in the Guide to effective meetings (clauses 118-127);							✓		
15.	The minutes are a true reflection of the meeting proceedings, deliberations and decisions taken and signed by the chairperson.							✓		High standard of minutes.

General comments and recommendations Section B: Operational and Administrative Performance

Operational and administrative performance is good.

Chairperson: _____
MR CB GEBHARDT