



UNIVERSITY  
OF  
JOHANNESBURG

**20xii**

ANNUAL REPORT

## LIST OF ACRONYMS AND INITIALISMS

|             |  |
|-------------|--|
| AAT         | Association of Accounting Technicians  |
| ABASA       | Association for the Advancement of Black Accountants of Southern Africa                        |
| ABET        | Adult Basic Education and Training   |
| ACCA        | Association for Corporate Treasurers in Southern Africa  |
| ACE         | Advanced Certificate in Education  |
| ACP         | Acquisitions, Cataloguing and Physical Processing  |
| ACT         | Arts and Culture Trust   |
| ACUHO-I-SAC | Association of College and University Housing Officers – International – South African Chapter |
| ADC         | Academic Development Centre  |
| ADS         | Academic Development and Support   |
| AHA         | Association of Heads of Accounting Departments   |
| AIRS        | Institutional Repository (UJDigispace) and Special Collections                                 |
| ALC         | African Leadership Centre  |
| ANCYL       | African National Congress Youth League   |
| APB         | Auckland Park Bunting Road Campus  |
| APK         | Auckland Park Kingsway Campus  |
| APPI        | Academic Planning and Policy Implementation  |
| APQC        | Academic Planning and Quality Committee  |
| APS         | Admission Point Score  |
| ARCC        | Audit and Risk Committee of Council  |
| ARIC        | African Research and Innovation Council  |
| ARS         | Academic Rating System   |
| BA          | Bachelor of Arts   |
| BA Ed       | Bachelor of Arts in Education  |
| BASA        | Business and Arts South Africa   |
| BBBEE       | broad-based black economic empowerment   |
| BCom        | Bachelor of Commerce   |
| BCompt      | Bachelor of Computing  |
| BCTA        | Bridging Course in the Theory of Accounting  |
| BEng        | Bachelor of Engineering  |
| BGU         | Ben-Gurion University  |
| BISCOM      | Business Information Systems Committee   |
| BRICS       | Brazil, Russia, India, China and South Africa  |
| BSc         | Bachelor of Science  |
| BSocSci     | Bachelor of Social Science   |
| BTech       | Bachelor of Technology   |
| CA          | chartered accountant   |
| CAIA        | Chartered Alternate Investment Analyst Association   |
| CAT         | Centre for Academic Technologies   |
| CCDI        | Cape Craft and Design Institute  |
| CCE         | Centre for Competition Economics   |
| CCLA        | Centre for Culture and Languages in Africa   |
| CCMA        | Commission for Conciliation, Mediation and Arbitration   |
| CEE         | Council for Economic Education   |
| CENLED      | Centre for Local Economic Development  |
| CentAL      | Centre for Technology-Assisted Learning  |
| CEO         | Chief Executive Officer  |

|                 |   |
|-----------------|---|
| CEPR            | Centre for Education Practice Research  |
| CERT            | Centre for Education Rights and Transformation  |
| CESM            | Classification of Educational Subject Matter  |
| CfAR            | Centre for Anthropological Research   |
| CFO             | Chief Financial Officer   |
| CHIETA          | Chemical Industries Education and Training Authority                                  |
| CICLASS         | Centre of International Comparative Labour and Social Security Law                    |
| CIMA            | Chartered Institute of Management Accountants   |
| CISI            | Chartered Institute for Securities and Investments                                    |
| CJC             | Central Johannesburg College  |
| CO <sub>2</sub> | carbon dioxide  |
| CODESA          | Convention for a Democratic South Africa  |
| CODESRIA        | Council for the Development of Social Science Research in Africa                      |
| COO             | Chief Operations Officer  |
| CORE            | Centre for Operations Research and Econometrics                                       |
| CPASD           | Centre for Professional Academic Staff Development                                    |
| CPD             | continuous professional development   |
| CPSF            | Consultative and Problem Solving Forum  |
| CSDA            | Centre for Social Development in Africa   |
| CSESE           | Centre for Social Entrepreneurship and the Social Economy                             |
| CSIR            | Council for Scientific and Industrial Research  |
| CSR             | Centre for Sociological Research  |
| CTS             | Central Technical Services  |
| DAC             | Department of Arts and Culture  |
| DBA             | Doctor of Business Administration   |
| DBSA            | Development Bank of Southern Africa   |
| DCom            | Doctor of Commerce  |
| DCSR            | Degree Credit Success Rate  |
| DEFRA           | Department for Environment Food and Rural Affairs                                     |
| DFC             | Doornfontein Campus   |
| DHET            | Department: Higher Education and Training   |
| DIPQP           | Division for Institutional Planning and Quality Promotion                             |
| DoE             | Department of Education   |
| DPhil           | Doctor of Philosophy  |
| DRC             | Democratic Republic of Congo  |
| DST             | Department of Science and Technology  |
| DVC             | Deputy Vice-Chancellor  |
| EAP             | Employee Assistance Programme   |
| ECSA            | Engineering Council of South Africa   |
| ED              | Executive Director  |
| EDP             | Equity Development Programme  |
| EDTP-SETA       | Education, Training and Development Practices Sector Education and Training Authority |
| EFC             | expected family contribution  |
| ELG             | Executive Leadership Group  |
| ERC             | East Rand Campus  |
| Exco            | Executive Committee   |
| FADA            | Faculty of Art, Design and Architecture   |
| FATC            | Forgotten Angle Theatre Collaborative   |
| FCC             | Finance Committee of Council  |

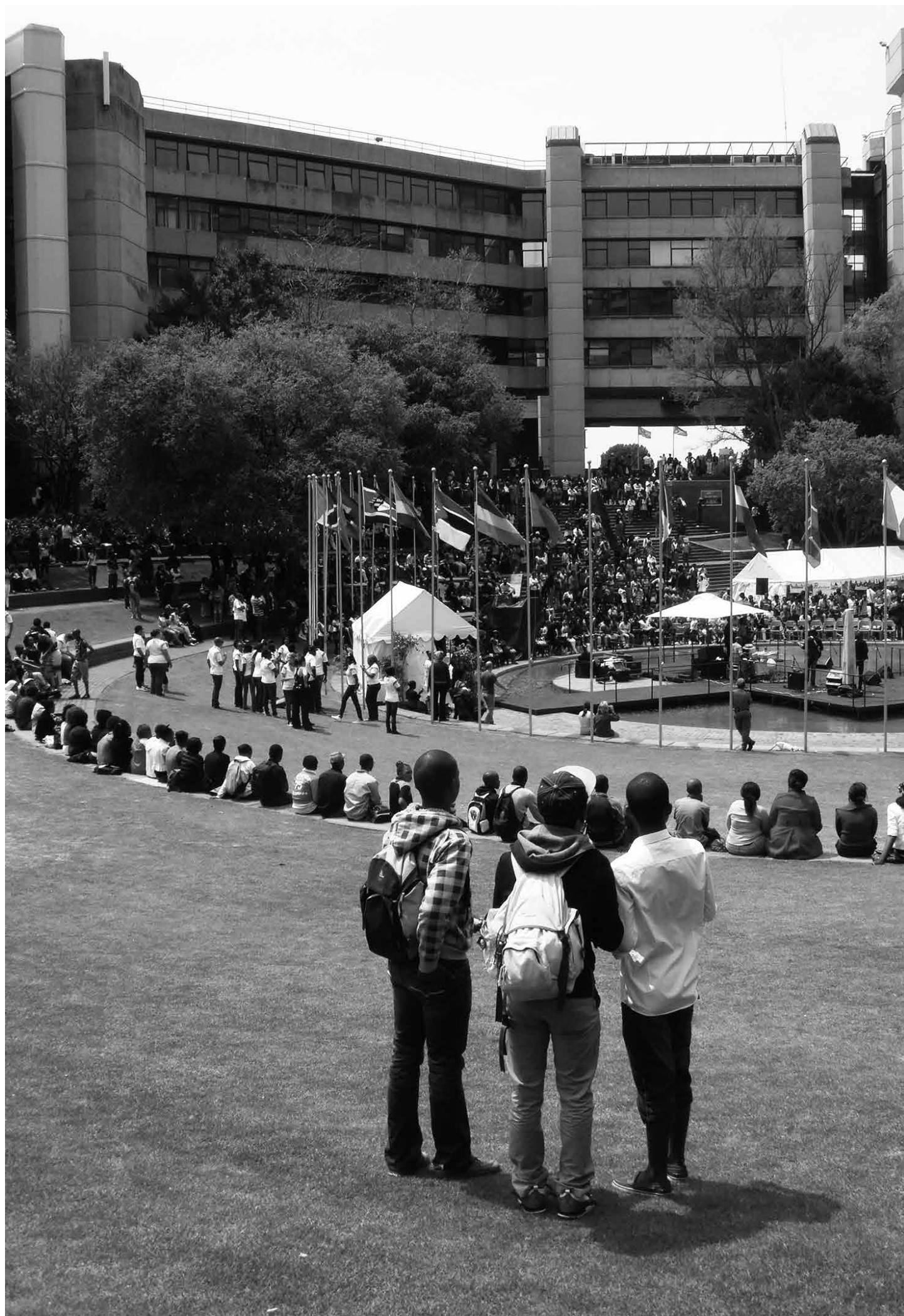
|        |  |
|--------|--|
| FEBE   | Faculty of Engineering and the Built Environment               |
| FEFS   | Faculty of Economic and Financial Sciences                     |
| FET    | Further Education and Training                                 |
| FOTIM  | Foundation of Tertiary Institutions of the Northern Metropolis |
| FPI    | Financial Planning Institute                                   |
| FTE    | full-time equivalent   |
| FYE    | First-Year Experience  |
| GIPCA  | Gordon Institute of Performing and Creative Arts               |
| HCT    | HIV counselling and testing                                    |
| HEAIDS | higher education sector's HIV and AIDS programme               |
| HEDA   | Higher Education Data Analyser                                 |
| HEMIS  | Higher Education Management Information System                 |
| HEPF   | Higher Education Policy Framework for HIV                      |
| HEQC   | Higher Education Quality Committee                             |
| HEQF   | Higher Education Qualifications Framework                      |
| HESA   | Higher Education South Africa                                  |
| HGSE   | Harvard Graduate School of Education                           |
| HOD    | Head of Department   |
| Hons   | honours  |
| HPCSA  | Health Professions Council of SA                               |
| HR     | Human Resources  |
| HRBP   | Human Resources Business Partnering                            |
| HRCC   | Human Resources Committee of Council                           |
| HRIS   | Human Resources Information System                             |
| IAAF   | International Association of Athletics Federations             |
| ICAS   | ICAS Independent Counselling and Advisory Services             |
| ICS    | Information and Communication Systems                          |
| ICT    | information and communications technology                      |
| ICTR   | International Criminal Tribunal for Rwanda                     |
| IDEP   | Institute for Economic Development and Planning                |
| IEB    | Independent Examinations Board                                 |
| IEDC   | International Economic Development Council                     |
| IF     | Institutional Forum  |
| IFRS   | International Financial Reporting Standard                     |
| ILL    | interlibrary loan  |
| ILMS   | integrated library management system                           |
| IOHA   | Institutional Office for HIV and AIDS                          |
| IPM    | Institute of People Management                                 |
| IR     | institutional repository                                       |
| IRBA   | Independent Regulatory Board for Auditors                      |
| IRPU   | Institutional Research and Planning Unit                       |
| ITLS   | Institute of Transport and Logistics Studies                   |
| ITS    | Student data system  |
| JE     | job evaluation   |
| JYOC   | Johannesburg Youth Orchestra Company                           |
| KAPB   | knowledge, attitude, perceptions and behaviour                 |
| KES    | King Edward School   |
| KFS    | Kuali Financial Systems  |
| KKNK   | Klein Karoo Nasionale Kunste Fees                              |

|         |   |
|---------|---|
| KZN     | KwaZulu-Natal   |
| LEAD    | Legal Education and Development   |
| LIC     | Library and Information Centre  |
| LINK    | Student Peer Education Programme  |
| LLM     | Master of Law   |
| MA      | Master of Arts  |
| MACE    | Marketing, Advancement and Communication in Education                                   |
| MBA     | Master of Business Administration   |
| MCom    | Master of Commerce  |
| MEC     | Management Executive Committee  |
| MECA    | Management Executive Committee: Academic  |
| MECO    | Management Executive Committee: Operations  |
| MerSETA | Manufacturing, Engineering and Related Services Sector Education and Training Authority |
| MOU     | memorandum of understanding   |
| MPhil   | Master of Philosophy  |
| MRC     | Medical Research Council  |
| MSc     | Master of Science   |
| MTech   | Master of Technology  |
| NAC     | National Arts Council   |
| NAF     | National Arts Festival  |
| NBT     | National Benchmark Testing  |
| NEHAWU  | National Education, Health and Allied Workers' Union                                    |
| NFVF    | National Film and Video Foundation  |
| NGO     | non-governmental organisation   |
| NGSP    | Next Generation Scholars Programme  |
| NIAS    | National Information and Application Service  |
| NICD    | National Institute for Communicable Diseases  |
| NLDTF   | National Lottery Distribution Trust Fund  |
| NPC     | National Planning Commission  |
| NRF     | National Research Foundation  |
| NSC     | National Senior Certificate   |
| NSFAS   | National Student Financial Aid Scheme   |
| NSLA    | National Student Leadership Academy   |
| NTEU    | National Tertiary Education Union   |
| NUM     | National Union of Mineworkers   |
| OD      | organisational development  |
| OHS     | Occupational Health and Safety  |
| OMIGSA  | Old Mutual Investment Group of South Africa   |
| PDFR    | Postdoctoral Research Fellowship  |
| PDPs    | Professional Development Plans  |
| PDRF    | Postdoctoral Research Fellowship  |
| PEETS   | Process Engineering and Environmental Technology Station                                |
| PFS     | Postgraduate Funding Section  |
| PPM     | Paleoproterozoic Mineralisation   |
| PQM     | programme qualification mix   |
| PRCC    | Planning and Resource Committee of Council  |
| PsyCaD  | Centre for Psychological Services and Career Development                                |
| PTIP    | Photovoltaic Technology Intellectual Property   |
| Purco   | Purchasing Consortium of Southern African   |

|         |   |
|---------|---|
| PVMAC   | Property Valuation and management Advisory Committee  |
| PWD     | People with Disabilities  |
| PWG     | Programme Working Group   |
| QE      | Qualifying Examination  |
| QVS     | Qualification Verification System   |
| RAU     | Rand Afrikaans University   |
| RC      | Resolution Circle   |
| RFP     | Request for Proposal  |
| RICS    | Royal Institute of Chartered Surveyors  |
| RIMS    | Research Information Management System  |
| RMC     | Risk Management Committee   |
| SA      | SA South Africa   |
| SA&RL   | Student Accommodation and Residence Life  |
| SAAHC   | South African Accounting History Centre   |
| SAAIR   | Southern African Association for Institutional Research   |
| SAASSAP | South African Association of Senior Student Affairs Professionals                               |
| SAAWCA  | South African Arts Writers' and Critics' Association  |
| SABC    | South African Broadcasting Corporation  |
| SABPP   | South African Board for People Practices  |
| SACAP   | South African Council for the Architectural Profession  |
| SACPCMP | South African Council for Project and Construction Management Professions                       |
| SACVP   | South African Council for the Property Valuers Profession                                       |
| SADC    | Southern African Development Communities  |
| SAFEFE  | South African Foundation for Economic and Financial Education                                   |
| SAICA   | South African Institute of Chartered Accountants  |
| SAIFAC  | South African Institute for Advanced Constitutional, Public, Human Rights and International Law |
| SAIV    | South African Institute of Valuers  |
| SAJCE   | South African Journal of Childhood Education  |
| SANPAD  | South Africa Netherlands Research Programme for Alternatives in Development                     |
| SANTED  | South Africa-Norway Tertiary Education Development  |
| SAPOPSC | South African Property Owners Property Students' Club   |
| SAPS    | South African Police Services   |
| SAPTU   | South African Parastatal and Tertiary Institutions Union  |
| SAQA    | South African Qualifications Authority  |
| SARChI  | South African Research Chair Institute  |
| SARIMA  | South African Research and Innovation Management Association                                    |
| SARS    | South African Revenue Services  |
| SARU    | South African Rugby Union   |
| SARUA   | Southern African Regional Universities Association  |
| SASCO   | South African Students' Congress  |
| SASCOC  | South African Confederation and Olympic Committee   |
| SE&JS   | Student Ethics and Judicial Services  |
| SEC     | Student Enrolment Centre  |
| SENA    | SAMRO Endowment for the National Arts   |
| Senex   | Senate Executive Committee  |
| SET     | Science, Engineering and Technology   |
| SeTAR   | Sustainable Energy Technology Testing and Research Centre                                       |
| SETAs   | Sector Education and Training Authorities   |
| SHDC    | Senate Higher Degrees Committee   |

|         |  |
|---------|--|
| SIS     | Standard Institutional Statute                                   |
| SL&G    | Student Life and Governance                                      |
| SMU     | Southern Methodist University                                    |
| SOPs    | SOPs standard operating procedures                               |
| SPEs    | staff peer educators   |
| SQP     | Staff Qualifications Project                                     |
| SRC     | Student Representative Council                                   |
| SRSA    | Sports and Recreation South Africa                               |
| SSC     | Student Services Council   |
| SST     | System Technology training                                       |
| Statkon | Statistical Consultation Services                                |
| STH     | School of Tourism and Hospitality                                |
| STI     | sexually transmitted infection                                   |
| SWC     | Soweto Campus  |
| SWD     | Students with Disabilities                                       |
| TFST    | thin-film solar technology                                       |
| TIU     | teaching input unit  |
| TMF     | Transformation Managers' Forum                                   |
| TSAR    | Tydskrif vir die Suid-Afrikaanse Reg                             |
| TTO     | Technology Transfer Office                                       |
| TWR     | Technikon Witwatersrand  |
| UAP     | Unit for Academic Planning                                       |
| UAV     | Unmanned Autonomous Vehicle                                      |
| UCLA    | University of California, Los Angeles                            |
| UCT     | University of Cape Town  |
| UDG     | Unit for Data Governance   |
| UFS     | University of the Free State                                     |
| UIRDS   | Unit for Institutional Research and Decision Support             |
| UJ      | University of Johannesburg                                       |
| UJICE   | UJ Institute for Childhood Education                             |
| UKZN    | University of KwaZulu-Natal                                      |
| UNESCO  | United Nations Educational, Scientific and Cultural Organisation |
| UNISA   | University of South Africa                                       |
| UP      | University of Pretoria   |
| UQP     | Unit for Quality Promotion                                       |
| URC     | University Research Committee                                    |
| USSA    | University Sport South Africa                                    |
| VANSA   | Visual Arts Network of South Africa                              |
| VCT     | voluntary counselling and testing                                |
| VIAD    | Centre for Visual Identities in Art and Design                   |
| VSPs    | voluntary severance packages                                     |
| WHOCCUH | World Health Organisation Collaborating Centre for Urban Health  |
| WIL     | work-integrated learning   |
| WISA    | Water Institute of Southern Africa                               |
| Wits    | University of the Witwatersrand                                  |
| WRC     | Water research Commission  |
| ZPS     | Zimbabwean Presidential Scholarship                              |







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

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

The scope and boundary of the annual report is reflected in this section and is first of all guided by the Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions. Secondly, the principles of integrated and sustainability reporting are taken into consideration for the portfolio and divisional sections of this report.

This annual report covers the period of 1 January to 31 December 2012 and highlights development and performance for the calendar year. The report is available at [www.uj.ac.za](http://www.uj.ac.za). Any questions, queries or comments regarding this report should be directed to the Registrar (refer to the University of Johannesburg's website for contact details).

This report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: Auckland Park Kingsway Campus (APK), Auckland Park Bunting Road Campus (APB), Doornfontein Campus (DFC) and the Soweto Campus (SWC). UNISA is utilising the fifth campus – the East Rand Campus (ERC) – as a learning support site, in accordance with an agreement signed between UJ and UNISA on 10 December 2010 and implemented in January 2011.

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

- the Regulations for Reporting by Public Higher Education Institutions;
- principles reflected in King III on Corporate Governance, as applied to higher education institutions;
- the Institutional Strategic Plan and related pre-determined objectives as approved by Council and reflected in the UJ Institutional Scorecard (refer to page 14);
- the institutional Risk Register approved by Council.

We are committed to focusing on the performance and achievements in 2012 in relation to the Institutional Performance Plan (Strategic Thrusts), the Pre-determined Objectives (Institutional Scorecard of 2012, as approved by Council) and the institutional Risk Register approved by Council.

After having debated the format and content of the 2012 annual report, a bottom-up approach was followed, allowing the faculties and support divisions to submit their annual reports to the Registrar for integration into the UJ Annual Report.

At this point, the University of Johannesburg has assurance over the financial statements in this report.

## REPORT CONTENT

The report is divided into the following sixteen sections:

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- Faculty of Management
- Faculty of Science

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- Audited financial statements



**Marie Muller (Prof)**

Registrar

## UJ's STRATEGIC THRUSTS: 2011 – 2020

### Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

### Thrust 2:

A comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

### Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

### Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

### Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

### Thrust 6:

Leadership that matters, in the institution and in civil society.

### Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

### Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

## UJ INSTITUTIONAL SCORECARD 2012

| Strategic Goals  |   | Wgt  | Units | Target  | Score  |
|--|---|------|-------|---------|--------|
| Teaching Effectiveness and Enrolment Management                        |   | 15%  |       | 8       | 9,32   |
| 1  | Honours, Master's and PhD enrolments  |      | No    | 5 656   | 8,0    |
| 2  | Graduate output: Honours, Master's and Doctoral   |      | No    | 1800    | 10,0   |
| 3  | Graduate output: Undergraduate  |      | %     | 8150,00 | 10,0   |
| Research Output and Research Profile                                   |   | 15%  |       |         | 9,50   |
| 1  | Accredited Research Output (2011 audited)   |      | units | 615     | 10,0   |
| 2  | % of International to National Publications   |      | %     | 64%     | 9,0    |
| Technology Innovation and Technology Transfer                          |   | 10%  |       |         | 7,50   |
| 1  | Technology and Innovation Progress: Funding and establishing of the WIL and Solution Centres        |      | No    | 9,0     | 8,0    |
| 2  | TFST Turn Key Solution Secured  |      |       | 9,0     | 7,0    |
| Finance (Stability)  |   | 15%  |       |         | 10,00  |
| 1  | Financial Stability (Operating Surplus/Loss)  |      | R'm   | –       | 10,0   |
| 2  | Reserves prior to IFRS Adjustments  |      | R'm   | 600,00  | 10,0   |
| Resource Generation, Inst Efficiency, Effectiveness and Sustainability |   | 15%  |       |         | 9,05   |
| 1  | Fundraising projects for DFC and DFC Library  |      | R'm   | 25,00   | 10,0   |
| 2  | DFC and APK Project Delivery (Capital and Construction)   |      | No    | 8,0     | 8,0    |
| 3  | Energy Management   |      | %     | 5,0%    | 8,2    |
| 4  | Waste Management  |      | %     | 6%      | 10,0   |
| Culture and Intellectual Capital                                       |   | 10%  |       |         | 9,00   |
| 1  | Staff Profile – % Black Academic Staff  |      | %     | 33%     | 8,0    |
| 2  | Institutional Culture (Students and Staff)  |      | %     | 62,5%   | 10,0   |
| 3  | Number of Staff registered for doctoral qualifications  |      | No    | 70,0    | 10,0   |
| 4  | % of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35 |      | %     | 26%     | 7,0    |
| 5  | Graduate Employability  |      | No    | 7,5     | 10,0   |
| Brand, Community Engagement and Alumni                                 |   | 10%  |       |         | 9,00   |
| 1  | Establish a functional Study Abroad Programme   |      | No    | 9,0     | 8,0    |
| 2  | Targeted Africa Strategy implemented  |      | No    | 9       | 10,0   |
| Governance and Leadership  |   | 10%  |       |         | 8,50   |
| 1  | Governance Review (by Council)  |      | No    | 8,0     | 9,0    |
| 2  | Leadership Development  |      | No    | 8,0     | 8,0    |
| Total Weight and Score   |   | 100% |       |         | 9,0812 |



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# CHAIRPERSON OF COUNCIL REPORT



The revised Vision, Mission and Values, based on extensive consultation within the University, was approved by Council in 2012, reflecting a new era for the University focusing on the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer. The Council has much pleasure in presenting this report which provides a Council viewpoint on the organisation, its progress during the year under review and a significant commitment to the strategic intent during the next decade.

The relationship which exists between Council and the executive management of the institution is extremely healthy, where each party is willing to engage in robust debate, ensuring that the interests of all stakeholders are maintained at all times. It is important to note that, during the year under review, Council has continued to play an active role in ensuring that a culture of delivery pervades all functions and nothing but the highest standards are maintained. This is ensured through a well-designed performance management system which is now delivered down to all levels within the institution.

Council initiated a special investigation following the tragic stampede in January, resulting in the death of a parent. This investigation was concluded in August and the report was considered by the Executive Committee of Council. A new post for an Events Manager was approved and a Standard Operating Procedure was developed to improve the governance and legal compliance related to the management of events. In addition, a decision was taken not to accommodate physical walk-ins seeking late application following the release of the Grade 12 results in January of 2013. A Mobi-Site Enquiry System was developed to accommodate late applications, including the initiation of an extended call centre.

The Institutional Scorecard, reflecting the pre-determined objectives for the reporting year, was approved at the Council meeting in November 2011, following extensive debate during the Council workshop, which included inter alia several performance-based presentations by the members of the Management Executive Committee and their commitment to a shift from input to output indicators and from undergraduate enrolment targets to graduate output. The Institutional Scorecard for 2012 focused on eight Key Performance Areas and a total of 22 Key Performance Indicators (as opposed to 30 in the previous year).

The University has, once again, sustained previous years' high performance and achieved well against its combined targets, recording an overall achievement of 9.1 (refer to the Institutional Scorecard on page 14). As far as the core academic business is concerned, strategic academic priority projects were determined, including the funding thereof for a three-year period. We also achieved our primary goal of raising the funding required for establishing the Work-integrated Learning Centre and the (Re)Solutions@UJ. This will give momentum to our Innovation, Technology Transfer and Commercialisation initiatives, including the development and upgrade of the Doornfontein Campus.

Evidence of the increased recognition of the University by the broader international and national community is demonstrated by the various portfolios which executive management and academics play in important local and international bodies. Council has taken particular note of the role which the Vice-Chancellor has played, not only in the stewardship of the institution, but also in the positioning of the institution both locally and internationally. He has been singled out by many prestigious bodies and has been invited to sit on a number of important global forums. This enables UJ to participate in a number of critical international meetings, thereby creating important linkages and affording the University opportunities to gain insights into how academic institutions around the world are evolving. In addition, significant acceleration of the University's Internationalisation Strategy has resulted in an increase of its international footprint and stature.

The University has also sustained its mature approach to financial management. The challenge is to ensure that adequate financial resources are provided for the institution to achieve its goals in terms of academic excellence, the provision of resources such as equipment and facilities, as well as ensuring that the academic pay scales are such that the University is able to retain key staff. It is pleasing to note how the institution has once again been able to deliver nothing but the highest standards without any compromise to the financial integrity of the institution.

I am also confident that the University has performed well with reference to corporate governance (refer to Section 3), risk management (refer to Section 4), and environmental sustainability (refer to Section 5). Transformation has been taken very seriously, resulting in the establishment of a Transformation Office and a Transformation Steering Committee (refer to Section 12).

The detailed performance of the University is reflected in the Vice-Chancellor and Principal's report below.

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

**Roy Marcus (Prof.)**

Chairperson of Council

# VICE-CHANCELLOR AND PRINCIPAL REPORT TO COUNCIL

I write this report once again with great pride at the strides that the University continues to make towards its 2020 vision during the year under review. In this regard, I am pleased that the University has made excellent progress during 2012, and I am confident that given the well-established focus and momentum, UJ will exceed expectations.

I remain deeply grateful to the Council for its stewardship, Senate for its collegiality, the Institutional Forum and the Student Representative Council for its partnership, and to my colleagues on the Management Executive Committee (MEC) and the broader Executive Leadership Group (ELG) of executive deans and executive directors, for their partnership within, commitment to, and investment in the UJ Vision and Mission, and to our country's goals for higher education. Our progress is made particularly possible by the continued passion and dedication of our heads of academic schools and departments, our directors and senior managers of our professional and support divisions, and of our general staff, students, and leaders of our student and staff labour organisations.

I remain privileged and honoured to be able to make many personal contributions to UJ's evolution, and to be able to make my contribution to the nurturing of a truly fine university. I am also most grateful to Council for our extraordinary partnership, that differentiates UJ, and for our shared passion for its ongoing renewal and innovation that is so essential for UJ's further development.

## **2020 Strategic Thrusts, and the 2012/2013 Institutional Scorecard (or Pre-determined Objectives) and Key Performance Indicators**

In 2012 we spent much focus and effort on achieving the University's 2012 Institutional Scorecard, which is in line with its 2020 Strategic Thrusts (or Goals). Furthermore, during 2012, we paid particular attention to achieving Council-approved recommendations to implement specific measures to:

- shift the institutional culture to 'soft stewardship', with emphasis on collegiality;
- improve academic staff retention and to attract and retain top/prime luminaries;
- sustain and grow the research culture by building a critical mass of rated scholars, postdoctoral fellows, master's and doctoral students;
- widen and deepen internationalisation by establishing prime partnerships and making prime visiting-professor appointments;
- design and initiate faculty reviews by top national and international scholars;
- firmly establish the technology thrust by establishing innovation hubs, technology transfer hot zones and start-ups;
- take the Strategic Academic Projects initiative aimed at deepening teaching, learning and research initiatives to implementation-ready stage;
- revise and innovate with the Institutional Scorecard since there is the danger in 'more of the same';

- review and transition UJ's brand to that of excellence, stature and inclusion;
- effectively communicate UJ's successes;
- build depth and momentum in the alumni affinity groups;
- mobilise a state contribution of R170 million and National Skills Fund of R220 million for the development and expansion of the Doornfontein Campus;
- review and revise institutional governance to maximise institutional innovation.

In order to steward, monitor and review institutional progress, the Council has in place a well-established tradition of predetermining short-, medium- and long-term institutional goals. The former is captured in the annual Council-approved Institutional Scorecard, while the latter is captured in the 2020 Institutional Thrusts. Furthermore, to purposefully work toward reaching these institutional goals the University has a well-established system of performance contracting, incentivisation, monitoring and reporting of its executives and senior managers. This system was in 2011 expanded to all levels of management and supervisory staff within the academic and professional and support roles, and to all members of staff.

The 2012 Institutional Scorecard includes eight Key Performance Areas, 22 Key Performance Indicators, their respective weightings and measurement units, and score or actual performance. This is the essential reference document for purposes of reviewing and assessing institutional momentum and progress. Notably, the 2012 Institutional Scorecard reflects a reduction of Key Performance Indicators (from 30 now down to 22) and a shift from input to output indicators in a number of instances, such as the shift from undergraduate enrolments to undergraduate and postgraduate graduate outputs.

Overall, the University has once again sustained the high performance of previous years and achieved well against its combined targets, recording an overall achievement of 90.8%. Areas of relative overachievement include: graduate output: honours, master's and doctoral; graduate output: undergraduate; accredited research output (2011 audited); percentage of international to national publications; financial stability (operating surplus/loss); reserves prior to International Financial Reporting Standards (IFRS) adjustments; fundraising projects for the Doornfontein Campus and Library; waste management; institutional culture (students and staff); number of staff registered for doctoral qualifications; graduate employability; targeted Africa strategy implemented; and (MEC) Governance Review (by Council). Areas of relative underachievement include: thin-film solar technology (TFST) turnkey solution secured (the full commercialisation of UJ's photovoltaic intellectual property, and percentage of undergraduate degree applicants who have registered with M-scores of at least 20 or Admission Point Scores (APS) above 35. This Vice-Chancellor's review provides a summative overview of these achievements, with detail provided in the remainder of this report.

Returning to the topic of the University's medium- to long-term strategic thrusts, the MEC and the ELG, together and separately, spent time reflecting on the University's 2020 Strategic Thrusts, and the related Key Performance Indicators, with a view to advising Council on the need and necessity for refinement, especially in light of the progress recorded thus far. Overall, our conclusion was that we should retain these thrusts and key performance indicators. However, in respect of Thrust 2 (The stature and quality of its scientific and technology-rich programmes and its scientific and technology-driven research, innovation and technology transfer), we acknowledged that progress was inadequate in respect of Key Performance Indicators that relate to innovative programme development, and that this required remedying.

In respect of Thrust 5 (Establish a brand for UJ that identifies it with relevant, accessible and excellent higher education), and Thrust 7 (Alumni that are supportive, engaged and contribute actively to the institution's reputation and its resource base), we concluded that the Key Performance Indicators require revision since these are presently drafted within an input rather than output/impact measurement, and that proposed revisions would be presented to the November 2012 Council Strategy Session.

Specifically, in respect of Key Performance Indicators, three adjustments were proposed, namely, (1) to amend the 2020 total research output target upwards from 700 units to 800 units; (2) to include within the research thrust (Thrust 1) two new indicators that measure research impact, namely, the Institutional Citation Index, and

Institutional Footprint in Scopus and Incites; and (3) to increase the 2020 target enrolment from 50 000 to 52 000, with the increase taken up respectively within SETH, and postgraduate programmes.

Furthermore, much time was spent reflecting on the idea of moving from a single annual target approach to a three-year rolling target approach. The concept was supported, however, on the understanding that both institutional and individual performance achievements would still have to be evaluated and recognised on an annual basis.

## **Vision, Mission and Values review**

During 2012, and following extensive dialogue with the University community, Council approved the University's new Vision, Mission and Values Statement, which is fully aligned with the 2020 Institutional Thrusts.

**Vision:** an international University of choice, anchored in Africa, dynamically shaping the future.

**Mission:** inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge.

**Values:**

**Conversation:** learning together, making wise decisions collectively, meaningful engagement, mutual respect and consultative leadership.

**Imagination:** shaping the future, independent thinking, cosmopolitan, evolving identity, ambition and drive and an entrepreneurial approach.

**Regeneration:** introspection for renewal, innovation for the common good, positive change and sustainable development through creative contribution.

**Ethical Foundation:** treasure academic freedom: balance in pursuit of knowledge; act with courage and earn trust, act responsibly by being fair, consistent and transparent; act in the public interest and actions commensurate with Ubuntu.<sup>1</sup>

## **Sustainability and corporate citizenship**

This review is also being undertaken at a time of the growing global significance of and greater coherence around the concept of corporate citizenship, and the acknowledgement that corporate citizenship goes hand-in-glove with corporate accountability. Global universities, including UJ, are therefore challenged to rise up to their corporate citizenship responsibilities, for example measuring and putting in place steps to reduce their carbon footprint. Corporate citizenship comprises five key pillars, namely, environmental, social, economic, governance and community engagement. In this review, and as incorporated within UJ's Institutional Scorecard, we take seriously all of these dimensions of corporate citizenship and sustainability, and importantly, we will in the years ahead continue to improve our reporting to take full account of our own institutional responsibilities in respect of corporate citizenship and sustainability. Thus, in this report we pay special attention to each of these five dimensions of corporate citizenship/accountability – (1) environmental, (2/3) community engagement, (4) economic-research-innovation graduate output, and (5) governance-leadership-audit-risk committee functionality.

Specifically, in respect of the environment, we report elsewhere that in the short term our approach continues to be focused on improved energy, water and waste management. In this regard, UJ is helping to shape the minds and values of a new generation of leaders and decision makers by integrating an environmentally, socially and economically sustainable consciousness into all aspects of the University lifecycle through innovation, communication, community engagement and implementation. This is being undertaken by creating opportunities that encourage collaborative research and practices; adopting innovative technologies

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<sup>1</sup> Ubuntu is the capacity to express compassion, justice, reciprocity, dignity, harmony and humanity in the interests of building, maintaining and strengthening the community. Ubuntu speaks to our inter-connectedness, our common humanity and the responsibility to each that flows from our connection.

and approaches to sustainable practices at UJ; and including long-term commitments that integrate economic, social and environmental objectives in decision making.

## **Policy and regulatory changes in higher education: implications for universities**

I have drawn Council's attention to my concern that the new emergent legislative and regulatory regime for universities, once implemented, was likely to erode, in fundamental terms, the carefully crafted balance created in 1996 between institutional autonomy, academic freedom and public accountability, and that this erosion would place the former two at peril. Clearly, an urgent meeting is required with the Minister of Higher Education and Training to convey the gravity of the issues, as well as our view that while many of these measures may be well intended, their effect would be devastating for universities, and that many of the provisions should be done away with. Should this meeting yield no results, then universities may have to consider approaching the Constitutional Court for review and relief.

## **Teaching and Learning and enrolment management: sustained growth of student success rates, and, in turn, graduate output**

As a result of significantly improved planning, enrolment in 2012 reached 48 809, slightly ahead of target enrolment of 48 799. Postgraduate enrolment was also ahead of target at 6 662 (planned enrolment: 6 395), with master's enrolment reaching 2 131 (5% ahead of target), and doctoral enrolment reaching 658 (10% ahead of target). Total honours, master's and doctoral enrolment reached 5 646 just behind target enrolment of 5 656, due to us not reaching honours target enrolment. Despite several difficulties experienced with registering international students, enrolment increased to 2 482 (planned enrolment: 2 560).

With our First-year Experience (FYE) and related programmes now well established, and with the considerable and collective efforts and innovations of our executive deans, vice-deans, heads of schools and departments, academics, tutors, under- and postgraduate academic support staff, and our hard-working students, undergraduate student success rates reached a new peak of 81.9% (2011: 79.4%), ahead of the medium-term target of 80%, with the first-time entering undergraduate students' success rate also achieving a new peak of 80.1% (2011: 76.5%). Students in residence (success rate: 84.9%) performed better than students not in residence (81.4%). Students in our extended undergraduate programmes, aimed at widening access to the University, achieved an excellent success rate of 82%.

Graduate output for 2012, running from October 2012 to May 2013, has reached 11 407 (2011: 11 229), again, as in 2011, exceeding UJ's 2020 target (of 11 000), of which 27.4% is from Science, Engineering and Technology, 43.6% is from Business/Commerce, 9% is from Education and 20% from Other Humanities. Postgraduate output is expected to reach 2 525 (2011: 2 445), including doctoral of 109 (2011: 68), master's of 430 (2011: 394), and honours of 1 634 (2011: 1 559). Undergraduate output should reach 8 882, which is slightly ahead of 2011 (8 784). Importantly, our graduate employability within twelve months after graduation is 84%.

Notwithstanding the progress recorded thus far, we continue to improve our teaching, learning and research facilities in order to create the very best environment for our academics and students. Following on our significant investment in our Soweto Campus, 2013 will see our Doornfontein Campus experience equally significant investment resulting in a major revamp and expansion with a particular focus on developing world-class Engineering and Health Sciences facilities and programmes on that campus.

Further, as a result of our Strategic Academic Priorities Project, 2013 will see us expanding even further on our already extensive tutor and senior tutor system, when we add 100 senior tutors (master's and doctoral students), 300 tutors (senior undergraduate students) and 237 residence academic tutors (senior undergraduate students).

As part of our focus on constantly improving the standard of our programmes, 468 teaching evaluations and 231 module evaluations were conducted, while 10 departments (in six faculties) piloted peer evaluation. The University also increased access to career resources and career counselling for prospective students, and during



2012 completed a UJ Career Guidance Workbook for grade 11 and 12 learners. Our graduate recruitment programme was also enhanced through career portals, the Thusanani Project and career fairs.

The Office for People with Disabilities supported 232 students (2011: 194), and during 2012 established the Concessions Committee to promote fairness. Thirty-one UJ programmes have a formal work-integrated learning (WIL) component, and during 2012, the University successfully placed 3 735 students.

The Staff Qualifications Programme, initially focused on enabling all permanent academic staff to hold at least a master's qualification, is now focused on raising the percentage of staff with a doctoral qualification. The success of this essential initiative is vital since it is important for our continuing efforts to nurture UJ as one of Africa's finest institutions, and to sustain our achievements. The programme makes available a variety of support, including some research funding, an extensive and well-attended programme of research development workshops and writing support, and some teaching relief during the writing up phase of the research.

During 2012 participants' progress was again carefully monitored, and thus far 40 staff members, or 39% of the cohort, had completed their master's qualifications, while a further 17 had submitted their dissertations for assessment. This would result in 57% of the cohort having met their obligations to the University. A further 31 staff members are expected to submit their dissertations for assessment by the end of 2013, potentially raising the total successful completions to 87 staff members or 85% of the cohort. Of the remaining staff required to satisfy this requirement, incapacity hearings are presently being held for eight, a further two staff members are being relocated to the professional support category, and nine have, for various reasons, been permitted to continue their studies beyond 2013, however under close supervision and with reporting deadlines.

Given the success of this master's academic staff-support programme, and the importance of increasing the proportion of UJ staff who hold a doctoral qualification, a Doctoral Staff Qualifications Programme, in line with our 2020 vision and 2012 Institutional Scorecard targets (50% holding a doctoral qualification), was developed and has commenced. In this regard, 50 academic staff members successfully completed a Pre-doctoral Support Programme, including proposal writing, conducted by the University in partnership with SANTRUST, while a further 30, already engaged in doctoral studies, joined the programme. In total 116 permanent staff and 11 fixed-term contracted staff are registered for doctoral studies (n=117), either at UJ or at another university. University support included 19 research capacity development workshops.

An important development this year is the now completed work on the revision of our Academic Promotions Policy to provide for 'lecturer-scholars' (vs. lecturers) to progress to full professorship. This is a personal passion of mine, and also results from international comparative work undertaken during my sabbatical in 2011. Senate has now approved these revisions which will go a very long way toward affirming the value and significance of the scholarship of teaching and learning at UJ.

Equally important is our work on achieving optimal academic staff provisioning, including what are desirable academic staff to student ratios, permanent to temporary staff ratios and academic to service and support staff ratios. In this respect current information indicates that UJ has a reasonable average academic full-time equivalent (FTE) staff: student FTE ratio of 1:20, although more work is being undertaken to verify this. This data gathering and analytical work will be finalised by the end of June 2013, and the implications and related proposals will be presented to Senate and Council.

Regarding the late admissions application process, 2013 will see the University implement an infinitely improved process. Nonetheless, following the tragic stampede in January, we are implementing a project to prevent 'walk-in' applications, and will only receive late applications via the use of a newly developed Mobi-Site application on smart phones, the internet or a significantly enhanced call centre. The findings and recommendations of the Judge Mokgoro investigation into the stampede was presented to Council, and its recommendations are being implemented, with particular reference to the appointment of an events coordinator. In light of the tragic stampede, Council has approved the naming of the main APB Bunting Road Gate, where the tragedy occurred, in the name of the late Mrs Gloria Sekwane.

## **The Library and Information Centre**

During 2012 several innovations were introduced in the Library which centred on improved electronic access and facilities. These include:

- UJooble, modelled on Google, which allows patrons to find integrated results from multiple sources with one query;
- a streaming video service based on YouTube that provides video access to lecture material, news feeds and sports events;
- in partnership with the Centre for Academic Technologies (CAT), a unique UJ Open Access Publishing System based on the Open Journal System which allows access to a platform for the creation of research journals;
- a mobile web site, making it possible for Library clients to access the Library catalogue and some electronic databases through mobile devices.

The Library is undergoing important and exciting renewal focused on it becoming an e-smart environment where students can access both print and electronic information sources without difficulty. In this regard, the library has embarked on a project to renovate and redesign its physical spaces in such a way that it makes provision for students who want to study quietly as well as for those who would benefit from engaging with one another in a social space. All the campus libraries have identified spaces that will be transformed into a learning commons for undergraduate students and a research commons for postgraduate students.

## **Significant research output growth and next phase**

Research remains vital to national and global prosperity and is an important indicator of the stature of a university. We have made considerable investments in research broadly and within selected research centres. We also, annually, return a considerable share of state research grants to our research-productive academics to boost their scholarly activities.

UJ's accredited research output (2011) has now reached a new peak at 774 units, up 121% on its 2007 output, and by far exceeding the 2011 target of 615 units. In the process we have grown our national research output share from 4.5% (2007) to 6.9% (2011). This is a most remarkable achievement reached well ahead of the target of 700 units set for 2020. One of the results is that UJ now ranks among the top 6 residential universities in terms of accredited research output. There is now a high level of research activity, as measured by output and the number of active researchers, which has now reached a new peak of 535 members of staff. UJ has achieved ISI field-ranking success with the percentage of international to national journal publications recorded at 66%, which is ahead of the 2011 target of 64%. Despite us losing ten NRF-rated academics during the course of this year, we still have a good NRF ratings trajectory, with 105 academics now rated (2020 target: 150). We now also have a critical mass of postdoctoral fellows, this having peaked at 103.

All these are essential elements of our success and of the future sustainability of our research thrust. These achievements have also resulted in moderate success in the number of NRF Chairs awarded during 2012 to UJ: a total of 4 of the 62 chairs, with chairs for African Diplomacy and Foreign Policy, Education and Care in Childhood, Indigenous Plant Use and International Law. A further very positive outcome of our research thrust is the growth in research output derived from our technological focus areas, and many scholars in these fields are now among the University's leading research-productive academics. Importantly, 2013 onwards will see us place increasing focus on research quality and research impact, and this will be reflected in the 2013 Institutional Scorecard.

## **Strategic academic priority projects**

Following on my advice, in late 2012, Council gave the go-ahead for the creation of a Strategic Academic Priority Projects fund of R90 million which will be available over a three-year period, and funded from annual working capital. The purpose of this project is to fund, over the next three years (2013 to 2015), a small number of large projects that have the possibility of triggering UJ's accession to its next level of teaching, learning and research excellence, and that can significantly enhance its global reputation.

This important matter received much attention during 2012, and many proposals were put forward across teaching and learning (e.g. teaching assistants), research (e.g. postgraduate bursaries), innovation (e.g. the (Re)Solutions Centre), and the student experience (e.g. e-learning, Wi-Fi and the Library), following which the following activities were approved.

Firstly, to achieve a significant improvement in the quality of students' learning experience, and academic achievements. The plan will significantly enhance the already-extensive tutor system by adding 500 tutors and senior tutors, and 237 residence academic tutors. The focus of these tutors and senior tutors would be on supporting first-year students so that they can make greater academic progress, make a quicker adjustment to university life, and enhance their communicative competences. The plan will also affirm the importance of scholar-teachers/teaching, and expand our theoretical and practical understanding of the scholarship of teaching and learning, through the establishment of a Chair for the Scholarship of Teaching and Learning.

Secondly, to raise the research profile of three UJ research areas from national to global recognition level, with the three areas to be considered being: telecommunications; physics of materials under conditions of low temperature, high pressure, high magnetic fields, and innovations in materials syntheses; and, chemistry, with a focus on developing functionalised materials for medical and industrial applications. Each of these is to be led by a well-renowned chair, and will include five doctoral students and five postdoctoral fellows.

Thirdly, to significantly enhance our outgoing international undergraduate and postgraduate students, as well as our incoming international visiting professors and fellows.

## **Community Engagement**

During the course of 2012, we expanded our student community service programme, and an agreement was signed with Helen Joseph, Chris Hani Baragwanath and Charlotte Maxeke Hospitals for UJ students to provide a wide range of volunteer services. It is expected that this work will be expanded to other public and community-based organisations and entities so that we can achieve our medium-term goal of all UJ students completing a minimum of 20 hours of community service per year. This could result in UJ students making a one-million-hour community service contribution every year once this is fully implemented by the end of 2014.

## **Internationalisation**

Now that we have in place a well-established and connected International Relations Executive Director and Office, we are able to move forward decisively on our internationalisation thrust, with particular reference to membership of key international bodies/forums, study abroad programmes and international student recruitment.

Our internationalisation activities also occupy centre stage in our academic project, and during 2012, we significantly expanded our research collaborations and partnerships in East and West Africa and Asia. Specifically, a landmark agreement has been reached with the Africa Institute for Economic Development and Planning (IDEP) based in Dakar, Senegal, to offer a joint MPhil Programme in Industrial Policy in Africa aimed at senior government and private sector office bearers. During 2013 we will take up membership of the prestigious Universitas 21, the leading global network of research-intensive universities, which work together to foster global citizenship and institutional innovation, through research-inspired teaching and learning, and student mobility. UJ is the only African university to have been invited to participate in this illustrious group.

During May 2013, UJ will, with Nanyang Technological University Singapore, co-host the QS-MAPLE 2013 Conference in Johannesburg, and during the same month UJ will become the first African member university of the prestigious Universitas 21. Further, during 2012, UJ became a member of the prestigious Council of Graduate Schools. We are also building a strong Africa footprint: we have undertaken successful engagement visits to East Africa where we established new partnerships with Makerere University, the University of Dar es Salaam and the International Criminal Tribunal for Rwanda. A follow-up West Africa visit saw us developing new partnerships with Kwame Nkrumah University of Science and Technology; Kumasi Polytechnic; the University of Ghana, Lagon; the University of Education, Winneba; and the University of Cheikh Anta Diop. Further, together with IDEP, we have hosted the Task Force, and many senior African scholars, advising on the establishment of the Africa Research and Innovation Centre.

## **Student Affairs**

The Office of Student Affairs continued to be a major impetus in the University's Vision, Mission, Values and strategic thrusts, aspiring to be student-centred and learning-focused in creating a distinctive student life experience at UJ. As an integral component to the University 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. In keeping with the University Mission and strategic thrusts our purpose is to cultivate a rich living and learning community in which students develop a commitment to personal and intellectual growth, leadership and service. This mission is pursued by collaborating with academic colleagues, support services staff and community partners to develop quality services and programmes.

## **Innovation, Technology Transfer and Commercialisation, and the DFC Campus development**

This year we achieved our primary goal of raising the funding required for establishing the Work-integrated Learning Centre and (Re)Solutions@UJ. Following our securing of the funding for developing the Doornfontein Campus, we concluded the tendering process for its development, and expect to hand over the related buildings by the end of the first week of November 2013. Already R89 million was transferred by the Department of Higher Education and Training (DHET) to the University by 31 March for the development of the Doornfontein Campus.

In light of delays due to various town planning procedures, we have proceeded to establish the 'nano' version of (Re)Solutions@UJ, and work continues on up-scaling this to the full project level.

While considerable work has now been completed on Photovoltaic Technology Intellectual Property (PTIP) and thin-film solar technology (TFST), including resolution of the claims of the Nelson Mandela Metropolitan University (NMMU) and the University of Pretoria (UP) on PTIP, and successfully establishing the pilot plant, we remain left with achieving the agreed and ultimate step of the full commissioning of the photovoltaic manufacturing plant. Importantly, this project has now attracted further significant investors in the IDC (who now has 49% shareholding in the IP holding company, PTIP) and the Development Bank of Southern Africa (DBSA), which is a significant potential investor in TFST. The DBSA and/or IDC are likely to take up the 40% shareholding divested by Sasol. Should we be successful in this major project, the table will be set for exporting the manufacturing plant to significant external markets.

One matter in respect of which we have not made the agreed progress is in establishing the four theme-based innovation hubs (water, energy, telecoms and automation), and putting in place a plan to undertake programme reviews and innovation in these thematic areas.

## **Stakeholder engagement: Alumni, Brand and Marketing, and Communications**

Building and maintaining relationships with stakeholder groups is central to the business of the University. Stakeholder engagement impacts directly on UJ's brand awareness and brand resonance. The stakeholder groups include, among others, engagements with staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions and local and international media. Additionally there are a number of engagements with stakeholder groups reflecting work undertaken in community engagement in the faculties. Most of this stakeholder engagement is managed through the Advancement Division which deals directly or indirectly with the University's stakeholders as part of its core business. Many of these engagements are undertaken on a daily basis.

Under difficult circumstances, following the tragic stampede at our Auckland Park Bunting Road Campus, I believe that we actively and successfully managed our reputation, through a responsive, transparent, caring and engaged public information campaign.

The second part of our brand development campaign has now been launched. This is to continue to grow the stature of the UJ brand over the next five years without losing its 'cool' edge. Beginning with the undergraduate campaign, and informed by the dire need for early student counselling, we are migrating the brand from "Be Anything You Want to Be" to "Be Clear – Be Anything You Want To Be", with "Clear" standing for Choose your subjects well in Grade 9, Learn and study smartly, Earn good grades in Grade 11, Apply to UJ, and Register at the right time. Campaigns are being developed for the postgraduate and alumni markets. Much preliminary work has been undertaken with senior and executive staff to redefine our brand evolution campaign, focusing on presenting UJ as accessible yet providing excellence in teaching and learning, research and student experience. This work will begin to be activated in our brand and marketing campaigns during 2013.

Student marketing continues our innovative Orange Carpet Campaign, which offers personal, early and fast-tracked admission to students with Grade 11 APS scores of 40 or higher. More than 100 such offers for 2013 admission have been made to qualifying students.

In light of many concerns with capacity in student marketing, as well as the dedicated attention committed to the troubling matter of white student enrolment, ELG members have now also become actively involved in visiting key feeder schools and colleges, and in thinking through and advising on improving our student marketing and recruitment plan. 2013 will also see us experiment with a new campaign to bring top high school students for a complete experience at UJ prior to them deciding on which university to join.

UJ has received wide public acclaim for hosting the Press Freedom Commission led by retired Constitutional Court Judge Pius Langa which was established by Print Media South Africa and the South African National Editors' Forum to deal with complaints that the current press self-regulation system was not effective. We provided comfortable office accommodation and other services. Their work is now completed which has significantly reduced the ante around the possible establishment of a tribunal to regulate the media.

Our new Alumni Strategy and Programme is now well underway with several affinity groups now operating.

## **Sustainable resources management and utilisation, and campus equivalence**

The strategic goal related to "institutional efficiency and governance" has reference to the strategic thrust "sustained excellence". The operating context and governance, as well as the performance review of the following support services, are reflected in this thrust and reported on in some detail later in this Annual Report: Financial Governance and Revenue, Financial Expenditure; Institutional Planning and Quality Promotion; Institutional Advancement; Information and Communication Systems; Operations; Human Resources; the Registrar's Portfolio including Academic Administration, Central Administration, Corporate Governance, General Administration and Health and Wellness; and the Transformation Unit.

Once more UJ's audit was completed on time on 31 March 2012, reflecting outstanding performance of all concerned, and in particular that of the Finance Division. The 2012 Audited Financial Statements are unqualified, and provide a set of excellent results. These results show an operating surplus of R147 million, against a budgeted operating loss of R57 million, and a Council-approved target of achieving a break-even operating position. The main drivers for this pleasing achievement includes a higher-than-anticipated state subsidy, fee income derived from a higher-than-planned enrolment, a substantial National Student Financial Aid Scheme (NSFAS) recoupment, and savings on operating expenses, including utilities bills. Total income, including all three categories of income, namely, council controlled: unrestricted, specially funded: restricted, and student and staff accommodation: restricted, combined with investment income, reached R3.003 billion (2011: R2.598 billion), while expenditure reached R2.592 billion (2011: R2.390 billion), resulting in a total operating surplus of R411 million (2011: R208 million).

Reserves free of provisions, liabilities and commitments exceeded target (of R600 million), reaching R996 million (2011: R753 million), while unencumbered income was ahead of the target (of R25 million) at R89 million. The University's investment returns are indicative of a most pleasingly effective investment strategy. The value of the

investments portfolio at the end of 2012 reached R2.663 billion (2011: R2.199 billion). Furthermore, during the year under review, the institutional Risk Register, as well as the Institutional Scorecard, were reviewed, updated and presented to the Audit and Risk Committee, as were internal and external audit findings.

In respect of the new round of infrastructure and efficiency funding (2012/2013 to 2014/2015), we were able to secure R110 million in state funding which should be matched with R75 million in UJ funding. These funds go toward the development of a new residence on SWC (State: R50 million + UJ: R28 million), the expansion of the Funda Ujabule School on SWC and additional lecture halls for foundation and intermediate teacher education on SWC (R19.5 million + R16 million), a research commons on SWC (R1.9 million + R1.5 million), a new undergraduate biochemistry and chemistry lab on APK (R26.7 million + R24.2 million), lab equipment (R7.1 million + R3.2 million), ramps and equipment to secure disabled access on all campuses (R2.8 million + R0.3 million), and a language resource centre on APK (R2.1 million + R1.7 million). A total of R5.93 billion was allocated for this round, the bulk of funds being allocated to historically disadvantaged universities, with R2.5 billion allocated for infrastructure backlogs and student housing on these campuses.

Overall, our performances in the Operations and Information and Communications divisions continue to improve and are being monitored closely, although recent internal audits have exposed significant and worrying gaps which are receiving attention. We exceeded our 2012 energy-efficiency programme target of a 5% reduction in energy usage with an achievement level of 5.5%, while we also exceeded our 2012 waste management target of 6% with an achievement of 7.8% of all waste being recycled. UJ's occupational health and safety profile has improved to a credible 84.2% compliance, which is closely monitored.

Overall, the divisional performance of Human Resources is on the up, and has reached adequate status, however it has not yet reached the target efficiency and effectiveness level of 65% (actual: 60%). This is mainly due to tardiness with the filling of vacancies.

During 2012 an Employment Equity Forum was established, with the responsibility to contribute to the drafting of the UJ Employment Equity Plan, in line with the requirements of the Employment Equity Act (No. 55 of 1998), which was subsequently approved by Council in August 2012. On the basis of the Employment Equity Plan the University submitted, for the first time, a fully compliant Employment Equity Report to the Department of Labour in September 2012.

The Council sets annual employment equity targets, with particular reference to the percentage of black academic appointments, the percentage of black appointments overall, the percentage of black African appointments overall, the percentage of foreign national appointments and the percentage of appointments of people with disabilities. An Employment Equity Report is prepared mid-year and again at year-end for consideration by Council, which reflects the extent to which the Council-approved targets have been met, and which also provides an overview of the general equity profile of the University.

In 2012 the University met its equity targets in respect of black academic appointments (33%), exceeded its target in respect of overall black appointments (72% target achieved against a target of 60%), just missed its target in respect of black African appointments (68.5% of all black appointments against a target of 70%), and did not meet its target in respect of the appointment of persons with disabilities (0.66% against a target of 1%). We remain well behind our goal in respect of redressing the significant under-representation of black staff in senior and supervisory roles. In respect of staff culture development, we continued to stage a range of staff culture development programmes, and our staff culture audit 2012 shows a marked improvement to 69% from 57% two years ago.

The process of the review and renewal of the contracts of members of the Executive Leadership Group was diligently undertaken by Council. This is an extremely important and sensitive matter, since the University aims to retain its top talent in order to secure excellence, and maintain institutional memory and momentum, while it also aims to recruit top and diverse talent externally. These reviews resulted in the re-appointment for terms respectively of Jaco van Schoor and Hennie Kruger, both Finance Executive Directors, but deferred a similar decision by one year in respect of Prof. Wim Hollander, Executive Director: Sport.



Following our search processes, we have been able to fill executive-level vacancies for the Registrar (Registrar Designate to take up office on 1 April 2013, and Registrar office on 1 January 2014); and Executive Dean: Faculty of Art, Design and Architecture (takes up office on 1 January 2013). We have thus far been unable to fill the post of Executive Director: Academic Development and Support (ADS), and the search process has been reinitiated, as is the case with the post of Deputy Vice-Chancellor (DVC): Internationalisation, Advancement and Student Affairs.

The 360° Executive Leadership Group Review, to assess leadership competence and credibility, has now been extended to the Senior Leadership Group (heads of department/heads of schools/vice-deans), while the extensive leadership development programme, focusing on the ELG, Senior Leadership Group and emergent managers, will be implemented during 2013.

## **Chancellor**

Professor Njabulo Ndebele was appointed by the Council as the second Chancellor of the University. The inauguration took place on 16 November 2012.

## **Personal contributions**

Following an agreement, at the beginning of 2012, with the Chairman of Council, Prof. Marcus, my personal key performance areas for 2012 were:

- make the business case for, reach institutional agreement on, and attain Council approval for the Strategic Academic Priorities Projects aimed at deepening, broadening and taking to scale critical teaching and learning, and research initiatives;
- enable Council to fill executive-level vacancies, being the DVC: Internationalisation, Advancement and Student Affairs; the Registrar; the Executive Dean (FADA) and the Executive Director: ADS;
- achieve an effective and focused institutional-level international relations and partnerships programme, with special focus on Africa, the Top 500 Universities, the U21 and QS Rankings Forum, and maintain a high profile at important international forums;
- secure external resources for DFC redevelopment and secure funding, and initiate the implementation of the Research, Innovation, Technology Transfer and Commercialisation System;
- conceptualise and reach institutional agreement on the brand transition to “cool” + “accessible” + “quality” + “excellence” + “innovator” + “stature”;
- raise momentum on alumni mobilisation plans, and extend our footprint in this regard;
- nurture institutional leaders that meet and exceed expected performance;
- secure staff motivation and effectiveness;
- sustain a culture of transformation;
- achieve institutional employment equity goals;
- evolve the UJ management (MEC/ELG/vice-deans/heads of department/heads of schools/Senate) culture to one that is inclusive, conversational, collegial, vision-, mission-, values- and goals-driven;
- continue to provide leadership in higher education inside and outside of UJ, and inside and outside of South Africa.

2012 was a particularly demanding and stressful year for me personally. Three colleagues – Professors Habib, Kriek and Parekh – undertook their sabbaticals at various points during the course of 2012 so I had to supervise and steward three additional line function divisions, namely, Internationalisation, Advancement and Student Affairs, throughout 2012. In addition, I held the extraordinarily demanding role of being Chairperson of SARUA, and membership of the equally demanding National Planning Commission and the Ministerial Committee on the Review of the Funding of Universities. I also had a demanding international schedule and fell ill during an international partnership-building visit in East Africa and had to take sick leave. Nonetheless, I have remained focused and passionate about UJ, and I believe that I have achieved a significant majority of my personal and institutional goals and targets.

Following on my sabbatical, and the sharing of key messages with Council last year and the ELG this year, the ELG agreed with me that it was necessary to transition the UJ institutional culture to a much more inclusive one, with particular reference to inclusion of the imperatives of the collegiate traditions, and that is now underway. While the managerial culture has been essential to the success of the first period (2006 to 2011), it was now important to nurture a more balanced culture ("collegiality with a purpose"). The ELG, and later Senate, also supported a number of other recommendations relating to: (1) funding strategic academic priority projects; (2) the revision of the academic promotions pathway, as noted earlier, to affirm the significance and importance of the "scholar-teacher" including the possibility of promotion to full professor; (3) that there is great value in choosing and investing in the right international academic partnerships and academic networks at institutional and individual scholar levels; (4) that the institution should make significant appointments, at scale, at the levels of visiting professors, scholars, fellows and collaborators.

I also make use of all forums, especially VC campus visits and Senate meetings, to motivate this revised institutional leadership culture. In this regard, campus visits are evolving to include walkabouts and conversations with staff of various departments and divisions (Coffee/Tea with the VC) and a weekly VC call to congratulate staff members on their birthdays.

I continue to actively and strategically steward the institution, and constantly articulate and motivate UJ's Vision, Mission and goals in various forums resulting in UJ now being a vision-, mission- and goals-driven institution, while remaining firmly committed to its core academic mission. On staff motivation, the strategic focus continues to be to affirm and motivate staff, and to publicly acknowledge their achievements and contributions to the institution's success in forums such as long service staff awards, campus visits, Senate, and through awards functions such as the Vice-Chancellor Awards.

UJ's Vision, Mission and Values statement has now been completed, as has the parallel work on the UJ Student Qualities Charter. We now expect to conclude the work on the UJ Staff Values and Ethics Charter during 2013.

Taking into consideration the specificity of the University, and the value (and critique) to be derived from performance management, I continue to nurture at UJ a vibrant and active culture of performance development, support and management at Executive Leadership Group level, as well as at the next layer of managers: vice-deans and heads of academic schools and departments, and heads of professional support departments, who are equally responsible for nurturing a university-appropriate version of this culture within our academic communities and at the coal face. This programme has now in 2012 been expanded fully to all members of staff.

The Executive Leadership Group is an active contributor to the making of UJ – it is also the forum for annual reporting and planning, the former to the University community, and the latter undertaken in committee. The next level of management has also been engaged: the Senior Leadership Group of 150 members that comprises the Executive Leadership Group and all heads of academic and support divisions. This forum provides an important opportunity to communicate with and to listen to the next layer of managers and heads as we take the institution forward; for example, the extension of the performance management system to the entire University was debated extensively in this forum until agreement was reached on its modality and implementation.

I continue to hold informal yet vitally important meetings with our labour organisations and with the student leadership which aids formal consultations and negotiations on the often difficult matters of salary and tuition fee adjustments. In the case of the former, negotiations with the National Education, Health and Allied Workers' Union (NEHAWU) and Solidarity, with respect to annual salary adjustments for 2013, continue. Similar negotiations were successfully concluded last year, for a two-year period, with the South African Parastatal and Tertiary Institutions Union (SAPTU) and the National Tertiary Education Union (NTEU). In respect of tuition fees adjustments for 2013, we were able to achieve our shared goals successfully, and Council has given its approval in this regard.

In respect of international networking, I am an active networker who positions the University and South Africa. I am the only South African vice-chancellor to be a member of the Global Universities Summit (formerly

the G8/G20 Universities Presidents' Rectors' and Vice-Chancellors' Forum). I am also active in the Association of Commonwealth Universities, where I am a Council member, and in the Southern African Universities Associations, where I am Chairperson. I have also dedicated considerable attention to achieving UJ membership of the prestigious Universitas 21 that results in us taking up membership in May 2013.

Domestically, I am Chairperson of Higher Education South Africa's (HESA) important Differentiation Committee. Further, I am an active member of the National Planning Commission, and also a member of the important Ministerial Committee on the Review of Universities Funding, which concluded its work at the end of October 2012.

In civil society, I am active in several committees and councils, including South Africa's leading literacy non-profit organisation, the READ Trust, where I am Chairperson.

Finally, in light of the generous remuneration that I receive, I have donated R200 000 toward UJ's Needy Student Fund that provides meals to our needy students. Furthermore, I have contributed R160 000 toward the cost of a postdoctoral fellow whose focus is on the contemporary evolution of higher education systems, policies and institutional cultures, and is also the coordinator for an edited book in this regard.



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



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



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# STATEMENT ON CORPORATE GOVERNANCE

## OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: pre-determined objectives;
- the Higher Education Laws Amendment Act, 14 December 2011;
- the amended UJ Statute 30 March 2012;
- the appointment of the Chancellor;
- Council and Council Committees' Governance Report;
- Senate and Senate Committees' Governance Report to Council;
- the Vice-Chancellor's Report on the governance related to the MEC and its committees;
- the Student Representative Council (SRC) Report to Council;
- the Student Services Council Report to Council;
- the Convocation Report to Council.

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

As far as governance efficiency is concerned, the Institutional Scorecard for 2012 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) – an average of 8 (out of 10), with a floor of 7 and a ceiling of 10.

### **Performance MEC Corporate Governance**

The process (approved by Council) for determining and scoring was executed and an average score of 9 was allocated to all the items with the exception of Information Technology Governance which obtained a score of 6, based on the outcome of an internal audit conducted during the reporting year. This review therefore reflects an average of 8.7, exceeding the target of 8.0. The Audit and Risk Committee recommended that the internal auditors conduct an audit of the results in future to ensure assurance.

### **HIGHER EDUCATION LAWS AMENDMENT ACT, 14 DECEMBER 2011**

The following has reference:

- The principle of declaring interests and positions of trust by members of Council and members of the MEC has been in place since 2007. A Register reflecting the general interests and positions of trust declared by members of Council is compiled by the Registrar and updated annually. The Register serves at the first

Council meeting of the year. The MEC Register reflecting the members' declaration of general interests serves at the second MEC meeting.

- The principle of declaring agenda-based interests has also been in place since 2007. A Report on agenda-based interests declared by members of Council is compiled by the Registrar for submission to the external auditors.
- A Code of Conduct for members of Council was developed in 2012 and approved by Council.
- The principle of annual declaration of interest and positions of trust by employees at the University was developed during the reporting year for piloting in 2013.

## **AMENDED STATUTE**

The amended UJ Statute was promulgated on 30 March 2012 reflecting the following amendments:

- definitions added to reflect all the professorial categories within the University;
- reference to Pro Vice-Chancellor deleted, but a new section (45) included to make provision for the appointment of a Pro Vice-Chancellor at the sole discretion of the Council, specifying specific executive managerial responsibilities;
- composition of Senate: making provision for Vice-Deans, Heads of Academic Schools and Heads of Academic Departments (that are not otherwise full professors) to be members of Senate (as opposed to being invited members of Senate);
- the appointment procedure of the Vice-Chancellor and Principal to be similar to the appointment procedure of the Chancellor;
- the term of office of external members of Council is five years as opposed to three years;
- external members of Council may be appointed for more than two terms of office as determined by Council;
- the Vice-Chancellor and Principal may be appointed for a further term of office as determined by Council;
- Institutional Forum membership: decrease academic representatives from six to two members and non-academic representatives from four to two representatives;
- editorial amendments.

## **Performance**

All the amendments in the Statute were executed:

- criteria for the appointment of a member of Council for a further term of office was developed and approved by Council, focusing on substantive contribution in accordance with the member's expertise/competencies and knowledge, duty of care, skill and diligence, fiduciary duties, understanding of the University's core business, compliance with the UJ Code of Conduct for members of Council and adequate attendance of meetings;
- a performance review system for external members of Council was developed and approved by Council;
- the process for considering a further term of office of the Vice-Chancellor and Principal was developed and considered by the Human Resource Committee of Council, the Institutional Forum and approved by Council;
- all charters of the statutory structures/committees were amended in accordance with the requirements in the Statute related to composition.

## **APPOINTMENT OF CHANCELLOR**

Following the resignation of the Chancellor, Ms Wendy Luhabe, a Call for Nominations for Chancellor was initiated by the Registrar in accordance with the process reflected in the Statute. This resulted in the election of Professor Njabulo Ndebele and the inauguration took place in November of the reporting year.



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



# COUNCIL AND COUNCIL COMMITTEES' GOVERNANCE REPORT

## OVERVIEW

The following has reference:

- Council membership status;
- qualifications and skills of external members of Council;
- declarations of interests and position of trust;
- attendance of Council and Council Committees;
- Council and Council Committees' governance and performance;
- matters of significance discussed, considered, approved or noted by Council;
- Council annual review session.

## COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the UJ Statute, is reflected in Table 1 of this report. Mr D. Manyane's first term of office as an elected representative of the Convocation expired on 31 July 2012. He was re-elected by the Convocation for a second term of office.

Mr B. Hoboyi's term of office as an elected Convocation representative on Council, expired on 31 July 2012. Mr J.P. Burger was elected by the Convocation, commencing his first term of office on 1 August 2012. Sadly, Mr Hoboyi was killed in a motor bike accident in September 2012.

Mrs J.D. Siwani's second term of office as a ministerial appointee expired on 30 June 2012. Ms Z. Nzalo's second term of office as a ministerial appointee also expired on 30 June 2012. The two new ministerial appointees, Ms T.A. Chaka and Mr G. Khosa, were appointed by the Minister and commenced office on 1 July 2012.

Ms K. Thoka-Mogari resigned in April 2012 and Mr M.S. Teke was appointed on 1 July 2012 as a member representing a broad spectrum of competencies.

Prof. M. Modiba's term of office (as an academic representative on Council) expired on 30 September 2012 and Mr A. Mohammadadali-Haji was elected to serve on Council as an academic representative commencing on 1 October 2012. Professor Jean Sonnekus, Senate representative on Council, was on sabbatical leave during 2012 and Senate elected Professor Peter Alexander to represent Senate on Council during his absence. Prof. G.F.R. Ellis (external member of Council representing a broad spectrum of competencies) resigned in October 2012.

The UJ Statute of 31 March 2012 is applicable, resulting in a five-year term of office for new members of Council elected or appointed after the promulgation of this Statute.

**Table 1: UJ Council Membership Status 2012**

| <b>Statute requirements<br/>(Clause 10-22)</b>                          | <b>Member status</b>   | <b>Term of office</b>   |
|---|--|---|
| Five external persons appointed by Minister                             | Prof. R.D. Marcus (5 years)<br>Ms K. Mokhobo-Amegashie (Nyoka) (5 years)<br>Ms N.J. Siwani (4 years)<br>Dr D.S.S. Lushaba (5 years)<br>Ms Z. Nzalo (5 years)<br>Ms T.A. Chaka (5 years)<br>Mr G. Khosa (5 years)   | 1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term)<br>1 August 2010 – 31 July 2015 (2 <sup>nd</sup> term)<br><br>1 July 2008 – 30 June 2012;<br>1 July 2012 – 30 June 2017 (2 <sup>nd</sup> term)<br>1 May 2007 – 30 June 2012<br>1 July 2012 – 30 June 2017<br>1 July 2012 – 30 June 2017   |
| Three members convocation   | Mr B. Hoboyi<br>Mr J.P. Burger (5 years)<br>Ms G.M.B. Coetzer (5 years)<br>Mr D.M. Manganye (4 years)  | 1 August 2008 – 31 July 2012<br>1 August 2012 – 31 July 2017<br>1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term)<br>1 August 2012 – 31 July 2017 (2 <sup>nd</sup> term)  |
| Ten members who collectively represent a broad spectrum of competencies | Mr T.J. Dikgole (5 years)<br>Dr P. Mjwara (5 years)<br>Mr M.J.N. Njeke (5 years)<br>Dr W.P. Rowland (5 years)<br>Mr K.B. Sibiya (5 years)<br>Mr C.R. Gebhardt (5 years)<br>Mr F. Baleni (5 years)<br>Prof. G.F.R. Ellis (5 years)<br>Mr M. White (5 years)<br>Ms K. Thoka-Mogari<br>Mr M.S. Teke (5 years) | 1 July 2008 – 30 June 2013 (2 <sup>nd</sup> term)<br>1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term)<br>1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term)<br>1 August 2008 – 31 July 2013 (2 <sup>nd</sup> term)<br>1 July 2008 – 30 June 2013 (2 <sup>nd</sup> term)<br>1 August 2008 – 31 July 2013 (2 <sup>nd</sup> term)<br>1 August 2009 – 31 July 2014<br>1 January 2011 – 31 December 2015<br>1 January 2011 – 31 December 2015<br>1 August 2010 – 31 July 2015 (2 <sup>nd</sup> term)<br>1 July 2012 – 30 June 2017 |
| Vice-Chancellor and Principal   | Prof. I.L. Rensburg  | 1 April 2006; membership by virtue of office  |
| Two Deputy Vice-Chancellors   | Prof. J.H. Kriek<br><br>Prof. A. Parekh (sabbatical leave 1 September – 31 December 2012)  | 13 March 2008; membership by virtue of office<br>1 October 2011; membership by virtue of office (2 <sup>nd</sup> term of office)  |
| Two members of Senate   | Prof. R.P. Ryan (3 years)<br>Prof. J.C. Sonnekus (3 years, sabbatical leave 2012)<br>Prof. P. Alexander (replacement for Prof. Sonnekus 2012)  | 1 August 2010 – 31 July 2013<br>1 August 2010 – 31 July 2013 (2 <sup>nd</sup> term)<br><br>2012   |
| Two academic employees  | Mr D.H. Joubert (3 years)<br>Prof. M. Modiba (3 years)<br>Mr A. Mohammadali-Haji   | 1 September 2010 – 31 August 2013<br>1 October 2009 – 30 September 2012<br>1 October 2012 – 30 September 2017   |
| Two non-academic employees  | Ms T. Kwinana (3 years)<br>Mr D. Bvuma (3 years)   | 1 September 2010 – 31 August 2013<br>1 September 2010 – 31 August 2013  |
| Two students – SRC  | Mr I. Moagi<br>Mr C. Serite  | 2012<br>2012  |
| Co-opted member   | Vacant   |   |
| Registrar (Secretariat)   | Prof. M. Muller  | 1 March 2011; membership by virtue of office  |

|  |  |   |
|--|--|---|
| MEC members<br>(invited)                                     | Prof. A. Habib<br><br>Prof. D. van der Merwe | 1 October 2012; membership by virtue<br>of office (2 <sup>nd</sup> term of office)<br><br>1 January 2006; membership by virtue<br>of office |
| Adviser to the<br>Vice-Chancellor and<br>Principal (invited) | Vacant                                       |   |

## QUALIFICATIONS AND SKILLS OF EXTERNAL MEMBERS OF COUNCIL

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

**Table 2: Qualifications and skills/experience of Council members**

| Name               | Qualifications  | Experience and skills   |
|--------------------|---|---|
| Mr M.F. Baleni     | BA (Development Studies);<br>Build on Talent;<br>Various certificates   | Executive Management: NUM;<br>Involvement in NUM's development projects and<br>Training Centre;<br>Management of people;<br>Policy development;<br>Negotiations (i.e. political, CODESA and collective<br>bargaining and dispute resolutions) |
| Ms G.M.B. Coetzer  | BCom (Acc) (UP);<br>BCom (Acc) Hons (UJ);<br>CA(SA)   | CFO various companies: Simba, Foodcorp, Vanda,<br>BHP Billiton (Chrome), BHP Billiton (Coal);<br>COO for ABSA Corporate and Business Bank;<br>CFO SARS;<br>Senior Lecturer (RAU);<br>Lectured at the UOFS Business School                     |
| Prof. G.F.R. Ellis | BSc Hons (UCT);<br>PhD (Applied Maths and<br>Theoretical Physics,<br>Cosmos Physics/Astronomy)<br>(Cambridge)                 | National and international high-level academic<br>and research experience;<br>Professor Emeritus UCT; Visiting Professor<br>Chicago, Hamburg, Alberta, London and<br>Boston Universities  |
| Mr T.J. Dikgole    | BCompt;<br>Management Advancement<br>Programme;<br>Executive Director Programme<br>(EDP);<br>MBA;<br>Financial and Accounting | Management;<br>Governance;<br>Leadership;<br>Teaching;<br>Strategy development and implementation;<br>Business administration;<br>Internal auditing;<br>Human resources management;<br>People development                                     |
| Mr C. Gebhardt     | National Diploma Chemical<br>Technology (TWR);<br>National Diploma Production<br>Engineering                                  | Successful entrepreneur in chemical and glass<br>industry; Project and construction management;<br>Quantity Surveyor  |

|                               |  |  |
|-------------------------------|--|--|
| Mr B. Hoboyi                  | National Higher Diploma and National Diploma: Building Surveying;<br>Project Management Programme (Wits Business School);<br>Registered Professional Construction Project Manager with South African Council for Project and Construction Management Professions (SACPCMP);<br>Chartered Institute of Building | Project and construction management;<br>Quantity Surveyor;<br>Founder and CEO of Hoboyi and Associates (to date);<br>Founder and Director of Zeboyi Design House (to date);<br>Director of companies;<br>Property development;<br>Assessor for SA Council for Project and Construction Management Professions  |
| Dr S. Lushaba                 | BSc Hons (UZ);<br>MBA (Wales);<br>DBA (UKZN);<br>Postgraduate Diploma in Company Direction (GMIT and IOD)  | Divisional Executive (NSB);<br>Assistant Regional Manager (Spoornet);<br>Commercial Manager (Spoornet);<br>Executive Manager (Spoornet);<br>General Manager (Spoornet);<br>Chief Executive (Rand Water);<br>Vice-President (Lonmin);<br>Managing Director (Talent Growth Partners);<br>Facilitator (Institute of Directors);<br>Director of many companies   |
| Dr P. Mjwara                  | PhD  | Executive management and leadership in government (Director General);<br>Former Secretary-General of Academy of Sciences of South Africa;<br>Former Lecturer and Researcher on Solid State Physics   |
| Mr D.M. Manganye              | National Diploma (Information Technology);<br>BTech (Information Technology);<br>Member Institute of Directors of Southern Africa;<br>Various certificates   | Founder and Managing Partner – e-SEK;<br>Chairperson – Akanani Investment Trust;<br>Chairperson – Akanani Property Trust;<br>Management Consultant – Moret Ernst & Young;<br>Management Consultant – Unisys Africa;<br>Management Consultant – EDS Africa;<br>Business consulting experience;<br>Various companies including NEPAD Secretariat, Department of Trade and Industry, Transnet, International Quality and Productivity Institute, SAMSA, Eskom and Blue IQ |
| Prof. R. Marcus (Chairperson) | BSc (Eng);<br>MSc (Eng);<br>PhD (Wits)   | Dean of Engineering (Wits);<br>Honorary Professor (UP and UJ);<br>Business Consultant;<br>Chief Executive of several companies;<br>Founder and Chairperson of Da Vinci Institute for Technology Management;<br>Chairperson UJ Council  |
| Mr J.J. Njeke                 | BCom;<br>BCompt Hons;<br>CA(SA);<br>HDiptax  | Previously Partner of PricewaterhouseCoopers;<br>Managing Director at Kagiso Trust Investments (1 June 1994 to 30 June 2010);<br>Director of Arcelor Methal, SASOL, MTN, Barloworld, SAQA, MMI Holdings  |
| Ms K. Nyoka                   | BSocSci  | Strategy and Change Management Consultant  |

|                     |   |   |
|---------------------|---|---|
| Ms Z. Nzalo         | Diploma;<br>Certificate in Media  | Management studies;<br>Advertising client services;<br>Media communications and marketing   |
| Prof. I.L. Rensburg | PhD International Comparative Education; MA Political and Organisational Sociology;<br>B Pharmacy   | Vice-Chancellor and Principal of UJ;<br>Chief Executive: Strategic Corporate Services SABC and President Southern Africa Broadcasters Association (2001 to 2006);<br>Deputy Director General DoE (1995 to 2001);<br>Commissioner National Planning Commission;<br>Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation;<br>Chairperson of READ Education Trust  |
| Mr K. Sibiya        | Diploma in Journalism   | Personnel Officer, Journalist, Editor, Editor-in-chief and Unionist in the media industry;<br>Director of companies; Chairperson of M-Net and Supersport Int (Pty) Ltd;<br>Chairperson of Supersport Ltd, Football Club;<br>Lead Director of Multichoice; Chairperson of Litha Healthcare Ltd;<br>Travelled extensively and guest of many governments, i.e. Germany, UK, USA, Japan, Australia, Denmark, France, Norway, Sweden and China   |
| Ms J. Siwani        | BA (Social Sciences) (Unisa); Higher Diploma Communication Studies (Wits);<br>Certificates in Project Management (Wits) and Adult and Basic Education and Training          | Social work and community development;<br>Project evaluation;<br>Leadership in policy development of above;<br>Academic governance;<br>Non-governmental organisation management;<br>Supporting government to roll out reporting strategy on the African Peer Review; Mechanism and contributing to draft reports;<br>Networking;<br>Ability to interact with professionals and high-profile personalities   |
| Mr M. White         | BCom Acc;<br>C.I.S.A  | Professional services environment, focusing on matters related to IT;<br>Strategic application of IT to business;<br>Internal controls;<br>IT governance and ERP systems  |
| Ms T.A. Chaka       | Master of Management (Public and Development Management) (Wits);<br>Postgraduate Diploma in Public Policy and Development Administration (Wits);<br>Bachelor of Arts (Wits) | Moved from Research Intern to Senior Researcher at the Centre for Education Policy Development;<br>Undertake and manage research into education and training policy and development as well as to conduct monitoring and evaluation of education- and training-related programmes and projects;<br>Skills acquired include communication/ interpersonal skills, research skills, monitoring and evaluation skills, project management skills, organisational skills, computer skills and admin skills |

|              |   |   |
|--------------|---|---|
| Mr G. Khoza  | Masters in Management;<br>Postgraduate Diploma in<br>Public and Development<br>Management;<br>BA Hons (Geography)<br>BA (Education) | Chief Executive Officer, JET<br>Education Services;<br>Programme Manager, JET Education Services;<br>Research Manager, HSRC;<br>Senior Projects Manager, Centre for Education<br>Policy Development;<br>Policy Analyst, CEPD;<br>Policy Intern, Ministerial Task Team on Education<br>Management Development;<br>School Teacher, Nyumbani High School |
| Mr M.S. Teke | MBA<br>BA Honours<br>BA (Ed)<br>BEd   | Corporate Governance and Management;<br>HR specialist;<br>Leadership;<br>Business Management  |

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

### Register declaration of interests and positions of trust

The Register reflecting the declaration of interests and positions of trust by members of Council was compiled by the Registrar and submitted to Council at its first meeting in March. A report reflecting the agenda-based declaration of interests for 2012 was compiled by the Registrar for submission to the external auditors. These included the Chairperson of Council declaring an interest in the South African Centre of Technology Transfer and International Commercialisation and internal members of Council declaring interests in human resource management-related agenda items.

## ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES

The overall attendance of Council meetings was satisfactory. Council was quorate at all meetings. Most members attended between 75% to 100% of the meetings with the exception of four external members attending 50% or less of the Council meetings. The attendance of Executive Committee of Council was excellent with the exception of the Vice-Chairperson who was absent from all the meetings and one member attending only one meeting. The attendance of other Council Committee meetings was excellent with the exception of one external member of Council not attending any Finance Committee meetings. The Audit and Risk Committee's meeting attendance was exceptional reflecting 100% attendance by all members. The Deputy Vice-Chancellor: Research, Innovation and the Library Information Centre was granted sabbatical leave for the first semester and the Deputy Vice-Chancellor: Finance and the Deputy Vice-Chancellor: Academic was each granted three months' sabbatical leave during the reporting year.

## GOVERNANCE PERFORMANCE COUNCIL AND COUNCIL COMMITTEES

The following council committees are operational:

- Executive Committee of Council (also serving as the Remuneration Committee of Council);
- Audit and Risk Committee of Council;
- Development Committee of Council;
- Human Resources Committee of Council;
- Finance Committee of Council;

- Naming Committee of Council;
- Planning and Resource Committee of Council;
- Investment Committee;
- UJ Trust.

The Ellen Kuzwayo Council Awards Committee and the Honorary Degrees Committee are joint Council and Senate Committees. The Naming Committee (focusing on the naming of new buildings and spaces/areas and re-naming of current buildings/spaces) is a joint Council and MEC Committee. In addition to the above, the Investment Committee and the UJ Trust are operational and held four and two meetings respectively.

Council had four ordinary quarterly meetings. The Council functions within sections 10 to 22 of the UJ Statute. Council held four meetings: 15 March, 7 June, 27 September and 23 November 2012. The Council annual review session (review presentations by members of the Management Executive Committee) took place on 22 November. The meetings of all structures and committees are reflected in the University Year Programme. Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority as delegated to it by Council.

## **Performance Review: Council and Council Committees**

The performance review of Council and Council Committees was good. The revised 10-point scale performance review instrument that was developed in 2011 was used in 2012, based on the guidelines for the review of each structure (aligned with the Statute and relevant charter), focusing on the following three items: functionality, governance compliance and committee administration (related to each structure/committee):

- Council: execution of functions 8.9, governance compliance 9.0 and committee administration 10.
- Council Exco: execution of functions 9.1, governance compliance 10 and committee administration 10.
- Audit and Risk Committee of Council: execution of functions 8.7, governance compliance 10 and committee administration 10. More attention to the governance of Information Technology was highlighted, including a recommendation that compliance with legal requirements should be included in the Internal Audit Plan.
- Finance Committee of Council: execution of functions 9.4, governance compliance 9.0 and committee administration 10. It was recommended that a quarterly report related to the management of accounts reflecting actual performance against agreed performance, including trends, serve at all meetings of Council. Although financial planning, controls and collections are excellent, there is a need to improve fundraising capacity and effectiveness.
- Human Resource Committee of Council: execution of functions 8.7, governance compliance 10 and committee administration 10. It was recommended that more attention be given to risk management related to human resources management.
- Planning and Resource Committee: execution of functions 8.3, governance compliance 9.0 and committee administration 10. It was recommended that attention be given to the 2020 thrusts and indicators resulting in infrastructure and related matters to subsequently determine requirements, resources and the role of the Planning and Resources Committee of Council (PRCC) regarding the sourcing of external funding in this regard.
- Ellen Kuzwayo Committee (Joint Council and Senate Committee): execution of functions 9.0, governance compliance 9.0 and committee administration 10. The challenge faced by this committee was related to the resignation of one external member of Council (academic expert) and the fact that the vacancy had not yet been filled.
- Honorary Degrees Committee: execution of functions 8.5, governance compliance 9.0 and committee administration 10. The same challenge was experienced where the committee had not filled the vacant position of an external academic expert.

Some general recommendations were related to the restructuring of the performance review instruments (i.e. changing some ratings to a yes/no as opposed to a numerical rating).

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

- Appointing, after consultation with the relevant structures, Prof. N. Ndebele as UJ's second Chancellor;
- Council Membership Governance:
  - approving the Executive Committee of Council's recommendation to appoint Mr M. Teke as representative from the category broad spectrum of competencies for a five-year term of office, commencing on 1 July 2012;
  - noting that the Minister of Higher Education and Training has re-appointed Dr S. Lushaba for a second five-year term of office and that he has appointed Ms T. Chaka and Ms G. Khosa for a five-year term of office, all of their terms of office commencing on 1 August 2012;
  - noting that the Convocation has re-elected Mr D.M. Manganye for a second term of office and has elected Mr J.P. Burger for a term of office, both terms of office commencing on 1 August 2012;
  - noting that Mr A. Mohammadali-Hajji has been elected as academic representative on the Council for a five-year term of office, commencing on 1 October 2012.
- Making the following changes to statutory committee membership:
  - co-opting Advocate C. van Staden to the Audit and Risk Committee of Council (ARCC) for a second three-year term of office, commencing 1 July 2012;
  - nominating Prof. D. van der Merwe as invited additional Deputy Vice-Chancellor to serve on the ARCC;
  - appointing Mr M. Teke to serve on the Ellen Kuzwayo Council Awards Committee;
  - re-assigning Dr S. Lushaba from the Finance Committee of Council (FCC) to the PRCC;
  - appointing Mr J. Burger to serve on the FCC;
  - appointing Mr M. Teke to serve on the Honorary Degrees Committee;
  - appointing Ms T. Chaka to serve on the Human Resources Committee of Council (HRCC);
  - appointing Ms T. Chaka to serve on the Institutional Forum (IF);
  - appointing Mr K. Sibiya as Chairperson of the Naming Committee;
  - appointing Mr G. Khosa to serve on the Naming Committee;
  - appointing Ms Z. Nzalo to serve on the PRCC;
  - re-appointing Mr D. Manganye to serve on the PRCC;
  - appointing Mr G. Khosa to serve on the PRCC;
  - appointing Dr W. Rowland as Council representative on the Senate to replace Ms J. Siwani;
- Council Committee Charters:
  - Approving amendments to the following committee charters:
    - > ARCC
    - > FCC
    - > Investment Committee
    - > Honorary Degrees Committee
    - > Naming Committee
  - noting editorial amendments to the charters of the various statutory committees in line with the amended UJ Statute;
- Ratifying the Executive Committee of Council's decision to disband the Development Committee of Council;
- Approving the revised guidelines and the revised instrument for MEC Corporate Governance Review;
- Approving the revised Re-appointment and Performance Review Process for Incumbent Members of the Executive Leadership Group;
- Approving the Code of Conduct for Council Members;
- Approving the criteria for the appointment of a Council member;
- Approving the performance review instrument for individual Council members;
- Approving the process for the re-appointment of a Vice-Chancellor and Principal;
- Approving the UJ Values Charter;
- Approving the following recommended re-appointments of ELG members:



- the re-appointment of Prof. A. Habib as DVC: Research, Innovation and Advancement, for a second five-year term of office;
- the re-appointment of Prof. B. Mandew as Executive Director: Student Affairs for a final term of three years;
- the re-appointment of Mr J. van Schoor as Executive Director: Financial Governance and Revenue for a further five-year term of office;
- the re-appointment of Mr H. Kruger as Executive Director: Expenditure for a further five-year term of office.
- Appointing Mr K. Swift as Executive Director: Advancement for a period of fifteen months, commencing immediately after completion of his five-year term of office on 31 August 2012;
- Approving the recommendation that the contract of the Executive Director: Academic Development and Support, Prof. E. De Kadt, be extended until 30 April 2013;
- Approving the following new ELG appointments:
  - Dr P. Dube as DVC: Internationalisation, Advancement and Student Affairs for a five-year term of office, commencing 1 January 2013 (she has subsequently resigned);
  - Prof. I.C. Burger as Registrar Designate from 1 April 2013 and as Registrar for a five-year term of office, commencing on 1 January 2014;
  - Prof. F. Freschi as Executive Dean: Faculty of Art, Design and Architecture for a five-year term commencing 1 January 2013.
- Approving the amendment to the UJ Conditions of Service in respect of the termination of accumulative leave provision for new employees appointed on or after 1 January 2013;
- Confirming that the existing employees (in the employ of UJ on 31 December 2012) would retain the benefit of accumulative leave;
- Approving the amendments to the UJ Conditions of Service in respect of sabbatical leave;
- Approving the Executive Committee of Council's recommendation to introduce a new position of Senior Director at Peromnes Level 4;
- Approving the following recommendations of the Naming Committee in respect of the naming and/or renaming of buildings, spaces, etc.:
  - Auckland Park Kingsway Campus (APK):
    - > Student Centre to be named *Student Centre – Kingsway*;
    - > the main gate to be named *APK: Kingsway*;
    - > names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Kingsway*;
    - > the secondary entrance gate to be named *Ditton*;
    - > the main pedestrian gate to be named *Kingsway Main Entrance*;
    - > the first pedestrian gate to be named *Kingsway Pedestrian 1*;
    - > the second pedestrian gate to be named *Kingsway Pedestrian 2*;
    - > the third pedestrian gate to be named *Kingsway Pedestrian 3*.
  - Auckland Park Bunting Road Campus (APB):
    - > a refurbished lecture venue to be named *Ontdekking*;
    - > the Student Centre to be named *Student Centre – Bunting Road*;
    - > the main gate to be named *Gloria Sekwane*;
    - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Bunting Road*;
    - > the pedestrian gate to be named *Annet*.
  - Doornfontein Campus (DFC):
    - > the Student Centre to be named *Student Centre – Doornfontein*;
    - > the main gate to be named *Joe Slovo*;
    - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Doornfontein*;
    - > the Coffin Building to be named *Coffin*;

- > Frank's Old Canteen to be named *Makhulong*;
  - > the first pedestrian gate to be named *Nind*;
  - > the second pedestrian gate to be named *Saratoga*.
- Soweto Campus (SWC):
  - > Academic Blocks A, B and C to be named *Adeleide Tambo*;
  - > The Conference Hall to be named *Kopanong*;
  - > The Law Clinic to be named *Ismail Mohamed*;
  - > the Technical Services Building to be named *SWC Technical Services*;
  - > the pathway from the pedestrian entrance to the sport facilities to be named *Sol Plaatje*;
  - > the main gate to be named *Chris Hani*;
  - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Soweto*;
  - > the first secondary gate to be named *Switch*;
  - > the second secondary gate to be named *Nonqawe*;
- Approving UJ's involvement in the Siyabuswa Project;
- Approving the 2012 Institutional Scorecard;
- Approving the FCC's recommendation of an additional UJ provision of R54 million to supplement the NSFAS allocation for 2012;
- Limiting to R20 million the additional UJ provision to supplement the NSFAS allocation for 2013;
- Approving the proposal for investing R30 million over a three-year period for strategic initiatives, commencing in 2013, on the understanding that the annual allocations will be financed from budget savings;
- Approving the 2013 budget;
- Re-confirming the projects listed in the document on UJ Capital Funding 2012/2013 to 2014/2015 and that, where applicable, accepting the conditions laid down by the Minister of Higher Education and Training in respect of each of the projects;
- Accepting the letter of the Minister of Higher Education and Training on the Infrastructure and Efficiency Funding for 2012/2013 and 2013/2014 and confirming that UJ is able to meet its co-funding commitments in respect of these projects;
- Approving the Five-year Finance Plan: 2013 to 2017;
- Approving the 2011 Audited Annual Financial Statements;
- Approving the appointment of KPMG as internal auditors for a three-year period, commencing on 1 January 2013;
- Approving the re-appointment of PricewaterhouseCoopers as external auditors for 2013;
- Approving the Policy on the Selection of External Auditors;
- Approving the Strategic Risk Register;
- Approving UJ's Enrolment Plan for 2013;
- Approving the recommendation of the Honorary Degrees Committee to confer Honorary Degrees on the following individuals:
  - Prof. S. Kana;
  - Mr S.E. Nxasana;
  - Prof. J.D. van Dyk;
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
  - Mr G. Badela;
  - Mr J. Naidoo;
- Approving the amended Policy on Admissions and Selections;
- Approving the proposed revision of the DFC and APK consolidation proposals, according to which the Engineering Sciences would remain at APK and not be relocated to DFC, and rescinding a previous Council resolution to consolidate the Faculty of Engineering and the Built Environment on DFC;
- Approving the initiation of a process related to the East Rand Campus (ERC) programme delivery transfer from UJ to the Vaal University of Technology;

- Approving the establishment of Resolution Circle (initially named Solutions@UJ) as well as the estimated cost of R100 million for erecting a building for Resolution Circle;
- Approving the UJ Annual Report for 2011 for submission to the Department of Higher Education and Training;
- Approving the 2013 tuition fee increment as well as the additional matters included in the Memorandum of Agreement between the MEC and the UJ SRC;
- Delegating the finalisation of UJ's Employment Equity Plan to the HRCC, which was subsequently approved by the HRCC and noted by Council.

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

- Noting the Vice-Chancellor's quarterly reports;
- Noting that the term of office of the Chancellor (Ms W. Luhabe) has expired on 31 December 2011;
- Noting the Assessment of the 2010 Annual Report: feedback from the Department of Higher Education and Training (DHET);
- Noting the changes in portfolios of the DVC: Academic and the DVC: Research, Innovation and Advancement;
- Noting the terms of reference of the panel to investigate and report on the death and injury of persons during the late applications process on 10 January 2012;
- Noting the Summary Report on the investigation into the death of Ms Gloria Sekwane on 10 January 2012;
- Noting the report on the late application process;
- Noting registration and application progress reports;
- Noting the Higher Education Laws Amendment Act of 2011;
- Noting, with approval, the UJ Comments on the Draft DHET Reporting Regulations 2012 as well as further updates on the progress in this regard;
- Noting the proposal by the Minister of Higher Education and Training to amend the Higher Education and Training Laws Amendment Bill (B23-2012);
- Noting the document, Analysis of Recent Assessor Reports of Universities in South Africa;
- Noting the final calculations of the 2011 Institutional Scorecard;
- Noting the feedback on the progress made with Photovoltaic Technology Intellectual Property (PTIP);
- Noting the feedback on the progress with the DFC and APK consolidation;
- Noting the progress reports on the Work-integrated Learning and Training Centre at DFC;
- Noting the progress reports in respect of Resolution Circle;
- Noting the feedback reported by the Registrar on the progress in respect of the East Rand Campus;
- Noting the Institutional Culture Survey Report;
- Noting the report on the Labour Force Absorption Rate of UJ Graduates;
- Noting the reports from the Council committees;
- Noting the reports from Senate;
- Noting the reports from the Institutional Forum;
- Noting the report on the Council Stakeholder Engagement Session;
- Noting the quarterly Employment Equity Reports;
- Noting the quarterly Security Reports;
- Noting the quarterly HIV and AIDS Reports;
- Noting the UJ SRC President's quarterly reports;
- Noting the quarterly reports on Student Disciplinary Cases;
- Noting the Declaration of General Interest of Council members and invitees;
- Noting the qualifications, skills and experience of Council members;
- Noting the attendance of Council and Council committees for 2011;
- Noting the 2012 year-to-date attendance of Council and Council committees;
- Noting the report on the Council Annual Review and Planning Session for 2011;
- Conducting a Council performance review for 2012;
- Discussing and noting Council and Council committees' performance review results of 2011.

## **COUNCIL ANNUAL REVIEW SESSION**

The Council Annual Review Session on 22 November focused on the strategic thrusts and related targets with reference to teaching, learning, research and internationalisation, scientific and technology-driven research, innovation and technology transfer, with specific reference to the Resolution Circle progress report, campus equivalence, branding and alumni, leadership, fit for purpose institution, the Institutional Scorecard (Pre-determined Objectives) 2013, based on the review session and debate. The Chairperson of Council requested the groups to design a new University of Johannesburg, based on the guidelines reflected in this report. Finally, the groups debated the establishment of a new university based on third-stream income, alumni and raising the stature of UJ.

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

**Roy Marcus (Prof.)**

Chairperson of Council

# SENATE AND SENATE COMMITTEES' GOVERNANCE REPORT TO COUNCIL

## OVERVIEW

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

## SENATE AND SENATE COMMITTEES

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

- Executive Committee of Senate (Senex)
- Senate Academic Freedom Committee
- Senate Higher Degrees Committee
- Senate Language Committee
- Senate Teaching and Learning Committee
- Senate Quality Committee
- University Research Committee
- Faculty Boards

The Senate Language Committee and the Senate Quality Committees were dissolved during the course of the year based on the recommendations made following the 2011 performance review of these committees and overlap that exists with other structures/committees.

## DECLARATION OF INTERESTS

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

## ATTENDANCE OF MEMBERS OF SENATE AND SENATE COMMITTEES

The Senate, which functions in accordance with sections 23 to 33 of the UJ Statute, had a membership of 227 in 2012. Attendance was excellent and all Senate meetings were quorate. Four meetings were held: 19 March, 19 June, 17 September and 15 November 2012. The attendance of Senate Committee meetings was satisfactory: there were four members absent from a Senex meeting based on formal leave granted for the attendance of external meetings/conferences. The attendance of all the other Senate Committees was satisfactory with the exception of FEBE's absence at most of the Senate Teaching and Learning Committee meetings.

## **PERFORMANCE REVIEW SENATE AND SENATE COMMITTEES**

The revised 10-point scale performance review instrument that was developed in 2011 was used in 2012, based on the guidelines for the review of each structure (aligned with the Statute and relevant Charter), focusing on the following three items: functionality, governance compliance and committee administration (related to each structure/committee). The performance review results are as follows:

- Senate: execution of functions 8.7, governance compliance 9.0 and committee administration 9.0. Comments included the following: too little time for debating of matters and that the Vice-Chancellor's report should be circulated to members of Senate prior to the meeting;
- Senex: execution of functions 9.1, governance compliance 10 and committee administration 10;
- Senate Academic Freedom Committee: execution of functions 8.6, governance compliance 10 and committee administration 10. The challenge is to ensure that international academic agreements be submitted to the committee prior to the final signing of these agreements;
- Senate Higher Degrees Committee: execution of functions 9.5, governance compliance 10 and committee administration 10;
- Senate Teaching and Learning Committee: execution of functions 8.0, governance compliance 10 and committee administration 10;
- University Research Committee: execution of functions 9, governance compliance 10 and committee administration 10. The following challenge is highlighted: that the responsibility of monitoring the quality of research and research-enabling environment cannot be assessed with the absence of a measuring system and is currently assessed by the executive deans in a qualitative manner.

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

- The Vice-Chancellor's quarterly reports focusing on inter alia the following:
  - enrolment and registrations statistics and related matters;
  - NRF applications that were not successful to host research chairs under the South African Research Chairs Initiative;
  - Doornfontein Campus consolidation;
  - expansion of lecture venues on APK and DFC;
  - UJ's Vision, Mission and Values;
  - The initiation of strategic initiatives for teaching, learning and research and internationalisation;
  - Progress made with the New Generation Scholars Project;
  - UJ's 2011 research output exceeded the 2020 target;
  - Progress made with the Staff Qualification Programme;
  - A new brand campaign that had been launched: Be Clear - Be Anything You Want To Be;
  - DHET's reporting requirements for universities was of concern as it would require a new phalanx of university staff, which would impact institutional autonomy and academic freedom;
  - concern of the decrease in white university enrolment of the age group 20-24;
  - the Inauguration of the Chancellor, Prof. Ndebele;
  - the improvement of 69% of the 2012 Institutional Cultural Survey index;
  - improvements made with the establishment of a critical mass of black academics at the University;
  - the initiation of recruitment processes for the following executive vacancies:
    - > Executive Dean: Faculty of Science;
    - > Executive Director: Academic Development and support (ADS);
    - > Executive Director: Human Resources.
- Recommending to Council the following:
  - the appointment of Prof. N. Ndebele as Chancellor;
  - nomination of an Honorary Doctoral Degree;
  - amendment to the Admission and Selection Policy;
  - Enrolment Plan 2013;

- the conferral of a honorary doctoral degree to the following candidates:
  - > Prof. S. Kana;
  - > Mr S.E. Nxasana;
  - > Prof. J.D. van Wyk.
- Approving the following departmental name changes/relocations:
  - the name change of the Department of Linguistics and Literary Theory to the Department of Linguistics;
  - the name change of the Centre for Culture and Languages in Africa (CCLA) to the Centre for Anthropological Research (CfAR@UJ);
  - the relocation of the Department of Public Management and Governance in the Faculty of Humanities to the Faculty of Management;
  - the name change of CenTAL to Centre for Academic Technologies (CAT).
- Approving the joint PhD degree with Ghent University (Belgium).
- Approving the following formal subsidised academic programmes (to be submitted for external approval):
  - Master of Philosophy in Leadership Coaching, to be offered at APK;
  - Diploma in Grade R Teaching, to be offered at SWC;
  - Extended National Diploma in Electrical Engineering, to be offered at DFC;
  - Extended National Diploma in Operations Management, to be offered at DFC;
  - Extended National Diploma in Civil Engineering, to be offered at DFC;
  - Bachelor of Education in Senior Phase and FET Teaching, to be offered at APK;
  - Advanced Diploma in Diagnostic Ultrasound (Obstetrics and Gynaecology), to be offered at DFC;
  - MA Design, to be offered at APB;
  - BEd Hons (Educational Psychology), to be offered at SWC;
  - Diploma in Emergency Care Technology, to be offered at DFC;
  - Doctor of Philosophy in Information Technology Management, to be offered at APB.
- Approving the transfer of the following postgraduate qualifications from the Faculty of Science to the Faculty of Humanities:
  - HBS023 BSc Honours in Psychology
  - MPH209 MPhil in Psychology (Dissertation)
  - MSC035 MSc in Psychology (Dissertation)
  - MSC057 MSc in Clinical Psychology (Coursework)
  - PHD011 PhD in Psychology
- Approving the transfer of the postgraduate qualification, HBS019 BSc Honours in Sport Science, from the Faculty of Science to the Faculty of Health Sciences;
- Approving the transfer of the following postgraduate qualifications from the Faculty of Humanities to the Faculty of Science:
  - HBA092 BA Honours in Energy Studies
  - HBA015 BA Honours in Geography
  - HBA019 BA Honours in Informatics
  - HBA033 BA Honours in Computer Science
  - HBA040 BA Honours in Mathematics
  - MA0044 MA in Geography (Coursework)
  - MA0045 MA in Geography (Dissertation)
  - MA0088 MA in Computer Science (Coursework)
  - MA0089 MA in Computer Science (Dissertation)
  - MA0115 MA in Mathematics (Coursework)
  - MA0116 MA in Mathematics (Dissertation)
  - MA0168 MA in Environmental Management (Coursework)
  - DLE016 DLitt et Phil in Geography
  - DLE030 DLitt et Phil in Computer Science
  - DLE037 DLitt et Phil in Mathematics

- Approving the transfer of the following postgraduate qualifications from the Faculty of Management to the Faculty of Science:
  - HCO006 BCom Honours in Energy Studies
  - HCO007 BCom Honours in Informatics
  - HCO013 BCom Honours in Computer Science
  - HCO024 BCom Honours in Environmental Management
  - MCO017 MCom in Energy Studies (Coursework)
  - MCO018 MCom in Energy Studies (Dissertation)
  - MCO020 MCom in Informatics (Coursework)
  - MCO021 MCom in Informatics (Dissertation)
  - MCO038 MCom in Computer Science (Coursework)
  - MCO039 MCom in Computer Science (Dissertation)
  - MCO054 MCom in Environmental Management (Dissertation)
  - MCO060 MCom in Geography and Environmental Studies (Coursework)
  - MPH305 MPhil in Energy Studies
  - DCO006 DCom in Energy Studies
  - DCO007 DCom in Informatics
  - DCO010 DCom in Computer Science
  - DPH301 DPhil in Energy Studies
- Approving the discontinuation of the following modules: German, Arabic, Hebrew;
- Supporting the offering of teacher education and training by the University of Johannesburg at Siyabuswa (former Ndebele Teachers' Education College –Foundation Phase);
- Approving the Senate Discretionary Conditional Admission for Diploma Students who do not comply with the legal admission criteria;
- Approving the move of the site of delivery for the foundation/first-year of the Extended National Diploma Programmes for Logistics and Transportation Management from DFC to APB in the Faculty of Management;
- Approving the move of the site of delivery for the Extended BCom General Programmes from SWC to APK in the Faculty of Management;
- Approving amendments to the Academic Regulations for 2013;
- Supporting the amendments to the Sabbatical Leave Conditions of Service;
- Supporting the revised Academic Categories;
- Approving the revised approach to promotions for academic staff;
- Approving UJ's Strategy on English Language Development at Undergraduate Level;
- Approving the Inaugural Academic Freedom Lecture at UJ to be delivered by Prof. N.S. Ndebele;
- Approving, via the Senate's VC's Circular, the offering of 22 new non-subsidised programmes;
- Approving, via the Senate's VC's Circular, Senate Discretionary Admissions;
- Approving, via the Senate's VC's Circular, the following Senate Discretionary route for students in the Faculty of Economic and Financial Sciences who do not have diploma endorsement:
  - that students be given an additional assignment in order to reach the threshold of units;
  - the rule being applied stating that the student had to pass all his/her subjects for the first year for continuation.
- Approving, via the Senate's VC's Circular, the application for minimum class attendance of 80% requirement for Postgraduate Programmes in the Department of Economics and Econometrics;
- Approving, via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/rules/regulations;
- Approving, via the Senate's VC's Circular, a Zero-Based Timetable as contained in the Report on Lecturing Timetable Challenges;
- Approving, via the Senate's VC's Circular, to grant Bachelor's Degree Status: Progression to Honours for Student A.F. Kouame (201022905) in the Faculty of Economic and Financial Sciences;



- Approving, via the Senate's VC's Circular, the amendment to the Senate Honorary Degrees Committee Charter;
- Approving, via the Senate's VC's Circular, the extension of the curricula submissions for 2013 for the continuation of existing programmes for the cycle 2013 in the Faculty of Management, with minor amendments aligned with the following mainstream modules:
  - Extended NDip Human Resources Management
  - Extended NDip Logistics
  - Extended NDip Management
  - Extended NDip Small Business Management
  - Extended NDip Transportation Management
- Approving, via the Senate's VC's Circular, the amendment to the Policy on the Timetable Construction;
- Approving, via the Senate's VC's Circular, the amendment to the Charter of the Senate Teaching and Learning Committee;
- Approving, via the Senate's VC's Circular, that short learning programme at NQF Level 4 be submitted to the Faculty Board for final approval and not to the Senate Executive Committee;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Undergraduate, Honours and Coursework Master's Assessment Policy;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Moderation Policy;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Application and Promotion Policy;
- Noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- Noting that UJ's accredited research output increased by units up to 87% since 2005;
- Noting UJ's Investigation into the Incident during the Management of Late Applications and Walk-Ins 2012;
- Noting the National Research Foundation Chair's Initiative;
- Noting the 2011 Student Disciplinary Cases;
- Noting the Reports of the Senate Committees;
- Noting the Survey on Labour Force Absorption Rate of Graduates;
- Noting the Institutional Scorecard 2011 and 2012;
- Noting the Strategic Thrusts (2011 – 2020);
- Noting the 2013 Lecturing Timetables: Venue Allocation Compliance and Risks;
- Noting the Scope and Nature of Faculty Reviews;
- Noting the progress on the National Information and Application System;
- Noting the special concession categories NSC September 2012;
- Noting the Cultural Survey 2012;
- Noting the Siyabuswa Reports;
- Noting the Strategy for the Management of Late Applications and Mitigation of Walk-Ins for 2013;
- Conducting an electronic Senate performance review for 2012;



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal  
Chairperson Senate

# COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE (MEC)

## OVERVIEW

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

## COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE

- Vice-Chancellor and Principal (Chairperson);
- Deputy Vice-Chancellor: Academic (granted three months of sabbatical leave during the last quarter of the year);
- Deputy Vice-Chancellor: Finance (granted three months sabbatical leave during the second quarter of the year);
- Deputy Vice-Chancellor: Human Resources and Institutional Planning;
- Deputy Vice-Chancellor: Research, Innovation and Advancement (as granted six months of sabbatical leave during the first semester);
- Deputy Vice-Chancellor: Strategic Services;
- Registrar.

Special arrangements were considered by the Vice-Chancellor and Principal to ensure adequate executive management of the different portfolios when the incumbent was on sabbatical leave. These arrangements were approved by Council.

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

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

## MEC COMMITTEES

The following MEC Committees were operational in 2012:

- Management Executive Committee Academic (MECA);
- Management Executive Committee Operations (MECO);
- MEC Business Information Committee (BisCom) – the Committee was dissolved in July 2012 and its functions incorporated into MECO;
- MEC People with Disabilities Committee;
- MEC Risk Management Committee;

- MEC Registration Management Committee – the name of the committee was changed to MEC Enrolment Management Committee in October 2012;
- HIV/AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS). A quarterly HIV/AIDS report serves at all the statutory structures.

## **ATTENDANCE OF MEETINGS**

Twelve MEC meetings were held on the following dates in 2012:

- 24 January 2012
- 21 February 2012
- 13 March 2012
- 17 April 2012
- 15 May 2012
- 5 June 2012
- 24 July 2012
- 14 August 2012
- 10 September 2012 (special)
- 12 October 2012 (special)
- 23 October 2012
- 19 November 2012

The attendance of MEC meetings was 100% with due regard to leave of absence granted where sabbatical leave has been approved by Council and the attendance of important external meetings has been approved by the Vice-Chancellor and Principal. All meetings were quorate. The attendance of the MEC Committee meetings is satisfactory, with due regard to leave of absence having been granted to members on international visits or attending other institutional and national meetings. Some attendance challenges are experienced at the MEC Committee for People with Disabilities and the MEC Risk Management Committee.

## **GOVERNANCE PERFORMANCE MEC AND MEC COMMITTEES**

The results of the annual performance reviews are as follows:

- MEC: execution of functions 9.0, governance compliance 10 and committee administration 10;
- MEC Academic Committee: execution of functions 8.8, governance compliance 10 and committee administration 8.0. The reformulation of some items were recommended and one was viewed as not applicable;
- MEC Operations Committee: execution of functions 8.8, governance compliance 10 and committee administration 10. Uncertainty about some functions were expressed;
- MEC Committee for People with Disabilities: execution of functions 8.7, governance compliance 10 and committee administration 10;
- MEC Risk Management Committee: execution of functions 7.5 (most of the functions were scored at 8.0, one function at 9.0 and one score of 3.0 was allocated to the function related to the facilitation of whistle-blowing at the University), governance compliance 10 and committee administration 10;
- MEC Enrolment Management Committee: this committee commences meetings in November and continues during the registration period in January and February, with the final meeting taking place in March. No performance review is conducted.

General recommendations focused on changing the numerical scale to a yes/no for selected functions and some recommendations related to reformulation in the interest of clarity.

## **MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, APPROVED AND NOTED BY THE MANAGEMENT EXECUTIVE COMMITTEE**

- **Governance and related matters:**
  - supporting and recommending to the Council Exco, for support and recommendation to the Council, for consideration, the Code of Conduct for Council members;

- supporting and recommending to the Council Exco, for support and recommendation to the Council, for consideration, the Criteria for the Appointment of Council Members for a Second and, if applicable, Further Term of Office;
- recommending to the Council Exco, for consideration, possible Council members to serve on the various statutory committees;
- recommending to the Council Exco that an external Council member be appointed as Chairperson of the Naming Committee;
- recommending to the Audit and Risk Committee of Council (ARCC) and to the Council Exco, for consideration, the revised Guidelines for the MEC Corporate Governance Review;
- resolving as follows in respect of the MEC Corporate Governance Review, effective 2013:
  - > the status quo in respect of the assessment of the MEC Corporate Governance Review should be maintained;
  - > the internal auditors should act as an assurer to the Council in the MEC Corporate Governance Review Process;
  - > Committee-specific review instruments should be developed for the various structures assessing the MEC Corporate Governance Responsibilities, with the assistance of the internal auditors;
- recommending to the Council Exco, for consideration, the re-allocation of MEC portfolios, where appropriate;
- approving the honorariums payable to external Council members for attending and participating in meetings during 2012;
- rescinding the MEC decision to establish a UJ Event Safety and Security Committee and supporting the recommendation that the functions of the Committee be incorporated into that of the MEC Risk Management Committee;
- approving the Draft 2013 Year Programme;
- approving the Guidelines for Faculty Annual Reports and Non-Academic Annual Reports;
- supporting the proposals in respect of the amended format for campus visits;
- identifying possible candidates to be considered by the various structures for the position of UJ's Chancellor;
- identifying and contacting individuals to fill the vacancies on the UJ Council for recommendation to the Council Exco, for consideration;
- discussing committee structures and related governance and recommending possible changes to some of the structures/agendas;
- discussing and noting Council Workshop Reports and initiating appropriate actions, as and when required;
- discussing and noting the reports of the following statutory committees and initiating appropriate actions, as and when required: Council, Council Exco, Senate, Senex, Senate Academic Freedom Committee, the MEC committees, the Institutional Forum and the Student Services Council;
- discussing and noting the draft minutes of the Convocation meeting;
- discussing and noting the outcomes of the 2011 committee reviews conducted by the Council (and committees), Senate (and committees) and MEC (and committees);
- discussing and noting the 2011 Annual Report, for submission to the Council, for consideration;
- determining the programmes for the MEC and Executive Leadership Group (ELG) Breakaways and discussing and noting the reports thereof, and initiating the appropriate actions;
- discussing and noting the campus visit reports and initiating appropriate actions, as and when required;
- discussing and noting the report on the VC Consultation with the Senior Leadership Group and initiating appropriate actions, as and when required;
- discussing and noting the Report on the 2011 Performance Management System;
- appointing employees as employer trustees on the UJ Pension Fund, the UJ Defined Benefit Pension Fund and the UJ Provident Fund;
- discussing and noting the Higher Education Laws Amendment Act of November 2011;
- discussing and noting UJ's and Higher Education South Africa's (HESA's) comments on the proposed Higher Education and Training Laws Amendment Bill (B23-2012) and resolving that a dialogical response,

- focusing on a number of aspects contained in the Bill, be prepared for discussion with the Minister and by HESA and for possible publishing in a newspaper as a discussion topic;
- supporting UJ's comments on the draft Regulations for Reporting by Public Higher Education Institutions;
- noting the 2012 Register of Declaration of Interests of the MEC members;
- conducting the MEC performance review for 2012;
- discussing and noting the outcomes of the 2011 performance reviews of all statutory committee meetings.
- **Strategies and policies:**
  - supporting and recommending to the Remuneration Committee of Council, for consideration, the revised Policy for Travel Accommodation and Subsistence for ELG members and the Council Chairperson or representative;
  - supporting and recommending to the HRCC and to the Council Exco, for support and recommendation to the Council, for consideration, the revised Re-appointment and Performance Review Process of the ELG;
  - supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Policy on the Selection of External Auditors;
  - approving the Employment Equity Policy;
  - approving the Salary Adjustment Policy;
  - approving an amendment to the Policy on Retirement;
  - approving the amendments to the Human Resources Resourcing Policy;
  - approving the Policy on Incapacity Management;
  - supporting the draft principles for the drafting of a Policy on Staff with Overdue Books and Outstanding Fines;
  - approving the revised Policy on Standby and Call-out Duty;
  - approving the revised Contract Management Policy as well as the revised Standard Operating Procedure for Contracts and Agreements;
  - supporting the 2012 Marketing Strategy and the Integrated Marketing Campaign for 2013 Applications;
  - supporting the Strategy for the Management of Late Applications and the Mitigation of Walk-ins for 2013;
  - noting the revised Standard Operation Procedure: Travel Health for UJ Employees.
- **Academic, research and academic administration and related matters:**
  - supporting and recommending to the Senex and to the Senate, for support and recommendation to the Council, for consideration, the proposal for offering initial teacher training programmes at Siyabuswa Campus (the former Ndebele College) in Mpumalanga;
  - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the Enrolment Plan for 2013;
  - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the Enrolment Scenario for 2014 to 2020;
  - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the proposed relocation of the Department of Public Management and Governance from the Faculty of Humanities to the Faculty of Management;
  - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the revised approach to academic promotions;
  - supporting the proposal that the UJ Senior Top Achievers' Club be renamed UJenius Club;
  - supporting the recommendation that the Centre for Small Business Development be maintained and performance managed according to its Senate-approved mandate until 2015;
  - supporting the establishment of a structure (reporting to the University Research Committee) and the associated processes, to advise and assist applicants with their NRF applications;
  - supporting the Implementation Plan for the 2012 Winter School;
  - approving the Delegation of Authority for the graduation sessions for the awarding of non-subsidised programmes;
  - approving the graduation cap that will be used in future graduation ceremonies;
  - approving the scope and nature of faculty reviews;

- approving the panel members and dates for the following faculty reviews taking place in 2013: Faculty of Health Sciences and the Faculty of Humanities;
- discussing and noting the outcomes of the UJ internal process for recommending applicants for NRF Chairs;
- discussing and noting the reports on the Timetable Committee and the Graduation Committee;
- discussing and noting the 2012 Registration Report and the Management of Late Applications Workshop Report;
- discussing and noting the progress reports in respect of the Staff Qualifications Project (SQP) at master's level;
- discussing and noting the Graduation Report on the March/April and May/June 2012 graduation sessions;
- discussing and noting the Report on the Labour Force Absorption Rate of UJ Graduates;
- reviewing the 2012 registrations;
- reviewing the 2012 late application process, including the discussion on the Terms of Reference of the Panel to Investigate and Report on the Death of Gloria Sekwane during the Late Application Process of UJ on 10 January 2012;
- reviewing the 2013 application statistics;
- reviewing the 2012 Academic Opening.
- **Finance and risk and related matters:**
  - supporting and recommending to the Finance Committee of Council (FCC), for support and recommendation to the Council, for consideration, the proposed budget for 2013;
  - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposed CAPEX budget for 2013;
  - supporting and recommending to the PRCC, for consideration, the projects forming part of the 2013 CAPEX budget;
  - supporting and recommending to the FCC, for consideration, the recommendation to proceed with the buy-out of the post-retirement medical aid benefit of the employees who accepted the buy-out offer;
  - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the revised Financial and Contractual Delegation of Authority;
  - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposal for investing R30 million over a three-year period for strategic initiatives, commencing in 2013, on the understanding that the annual allocations will be financed from budget savings;
  - supporting and recommending to the ARCC, the Request for Proposal (RFP) for Internal Audit Services;
  - approving the name change from Solutions@UJ to Resolution Circle;
  - approving the membership (both internal and external representatives) of the Resolution Circle Board of Directors;
  - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the concept of Resolution Circle;
  - supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposed funding for erecting a building for Resolution Circle;
  - approving and submitting to the FCC and to the Planning and Resources Committee of Council (PRCC), for ratification, the Tender Committee's recommendation for the awarding of tenders for the DFC consolidation to Robenco Construction (Pty) Ltd (Perskor Building) and to C-Pro Construction (Pty) Ltd (Kodak, John Orr and Synagogue Buildings);
  - supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Strategic Risk Register;
  - approving the Cost-to-Company Proposal;
  - approving the Event Safety and Security Standard Operating Procedure;
  - approving the recommendations in respect of the NSFAS Allocation Process for 2013;
  - approving the processes for debt collection for:

- > students with prior outstanding debt;
  - > students with no prior outstanding debt;
- discussing and noting the quarterly Year-to-Date Management Accounts;
- discussing and noting the progress reports in respect of Photovoltaic Technology Intellectual Property (PTIP);
- discussing and noting the 2011 Preferential Procurement Report;
- discussing and noting the Internal Audit Progress Reports;
- discussing and noting the external auditors' management letter to the Council;
- discussing and noting the feedback from the Office of the Auditor-General of South Africa in respect of the 2011 audits as well as the scope for the 2012 audits;
- noting the Memorandum of Agreement between the MEC and the SRC in respect of the 2013 tuition fee increment.
- **Infrastructure development and related matters:**
  - supporting and recommending to the FCC and the PRCC, for support and recommendation to the Council, for consideration, that the consolidation of the Faculty of Engineering and the Built Environment on DFC be reconsidered and that the status quo in respect of the consolidation of the Faculty of Health Sciences on DFC be maintained;
  - approving the design concept for the proposed A-Ring Lecture Building at APK;
  - approving the proposal that UJ deviate from its in-principle decision that it will not get involved in private residences/off-campus accommodation and that a RFP be developed and circulated to determine the interest for private accommodation at DFC and SWC;
  - approving the recommended appointment of GAPP Architects to undertake the revision of the UJ Campus Master Plan and granting permission for the RFP process to be waived;
  - approving the proposal for the DFC Rooftop PV Installation, after which an RFP will be drafted;
  - discussing and noting the progress reports on the DFC Consolidation Project;
  - supporting UJ's applications for Infrastructure and Efficiency Funding for 2012/2013 and 2013/2014, for submission to DHET;
  - noting the proposal for a concept design of a way-finding system for UJ and granting permission for the tender process to be waived;
  - noting that the proposed transfer of the ERC from UJ to UNISA will not materialise and that the Ministry will be requested to utilise the campus as it deems fit, thereby releasing UJ from accountability for the maintenance of the buildings.
- **Human resources and related matters:**
  - supporting and recommending to the Human Resources Committee of Council (HRCC) and to the Council Exco, for support and recommendation to the Council, for consideration, the introduction of an employment category of Senior Director at Peromnes Level 4;
  - supporting and recommending to the HRCC, for support and recommendation to the Council, for consideration, the proposed amendment of the UJ Conditions of Service to terminate the ten days accumulative leave benefit for new employees with effect from 1 January 2013;
  - supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the proposed revisions of the Academic Categories: Visiting Professor and Fellow;
  - supporting and recommending to the Senex and to the Senate, for support and recommendation to the Council, for consideration, the revision of the UJ Conditions of Service relating to the granting of sabbatical leave;
  - approving the recommendation that the claw back process be discontinued, effective 1 January 2012;
  - approving the recommended appointment of House Wardens;
  - approving the recommended appointments of vice-deans in the following faculties: the Faculty of Health Sciences, the Faculty of Humanities, the Faculty of Law and the Faculty of Management;
  - approving the recommended appointment of Senior Director of the Division of Institutional Planning, Evaluation and Monitoring;

- approving the recommended appointment of the Campus Director for DFC;
- approving the request of the Executive Dean of the Faculty of Engineering and the Built Environment to create a position of Vice-Dean: Research, Innovation and Postgraduate Studies;
- approving the abolishment of positions vacant for 18 months and more as on 1 July 2012 and that the resulting savings be redeployed for supporting the executive deans in the appointment of Next Generation Scholars;
- approving the creation of new positions and/or the upgrading/reconfiguration of existing positions;
- approving the recommended list of salary adjustments applications;
- approving the document, Identification of Critical Positions in the Support and Services Environment, for submission to the HRCC, for noting;
- approving the high-level senior management positions in the support and services environment based on set criteria contained in the document, Identification of Critical Positions in the Support and Services Environment;
- supporting the recommended secondment of staff to Resolution Circle;
- approving applications for converting sabbatical leave of academic employees to one year;
- approving the Induction Programme for Professors;
- approving an application for unpaid leave;
- approving the Practice Note on the Short-term Leave of Absence of ELG Members;
- appointing individuals to serve on the Shortlisting and Selection Committees for advertised ELG positions;
- reviewing and moderating the performance ratings of the executive deans and executive directors;
- discussing and noting the quarterly Employment Equity Reports, as well as the Annual Employment Equity Report;
- discussing and noting the bi-annual reports on non-designated appointments.
- **Other matters:**
  - discussing and recommending to the Council Exco, for support and recommendation to the Council, for consideration, adjustments to the Institutional Scorecard;
  - supporting and recommending to the Council, for consideration, the following recommendations by the Naming Committee for the naming and/or renaming of buildings:
    - Auckland Park Kingsway Campus (APK):
      - > Student Centre to be named *Student Centre – Kingsway*;
      - > the main gate to be named *APK: Kingsway*;
      - > names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Kingsway*;
      - > the secondary entrance gate to be named *Ditton*;
      - > the main pedestrian gate to be named *Kingsway Main Entrance*;
      - > the first pedestrian gate to be named *Kingsway Pedestrian 1*;
      - > the second pedestrian gate to be named *Kingsway Pedestrian 2*;
      - > the third pedestrian gate to be named *Kingsway Pedestrian 3*.
    - Auckland Park Bunting Road Campus (APB):
      - > a refurbished lecture venue to be named *Ontdekking*;
      - > the Student Centre to be named *Student Centre – Bunting Road*;
      - > the main gate to be named *Gloria Sekwane*;
      - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Bunting Road*;
      - > the pedestrian gate to be named *Annet*.
    - Doornfontein Campus (DFC):
      - > the Student Centre to be named *Student Centre – Doornfontein*;
      - > the main gate to be named *Joe Slovo*;
      - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Doornfontein*;



- > the Coffin Building to be named *Coffin*;
  - > Frank's Old Canteen to be named *Makhulong*;
  - > the first pedestrian gate to be named *Nind*;
  - > the second pedestrian gate to be named *Saratoga*.
- Soweto Campus (SWC):
  - > Academic Blocks A, B and C to be named *Adeleide Tambo*;
  - > The Conference Hall to be named *Kopanong*;
  - > The Law Clinic to be named *Ismail Mohamed*;
  - > the Technical Services Building to be named *SWC Technical Services*;
  - > the pathway from the pedestrian entrance to the sport facilities to be named *Sol Plaatje*;
  - > the main gate to be named *Chris Hani*;
  - > the names for buildings, facilities and events to honour a prominent person with a disability: *Carl and Emily Fuchs Foundation Computer Room – Soweto*;
  - > the first secondary gate to be named *Switch*;
  - > the second secondary gate to be named *Nonqawe*;
- approving the recommended nominees for the VC Distinguished Awards;
- approving the recommended nominees for the VC Award for Non-Academic Employees for Service Beyond the Normal Call of Duty;
- approving the creation of a Division for Institutional Planning, Evaluation and Monitoring;
- approving the Culture Survey Questionnaire;
- approving the proposals on the manner in which UJ should proceed with the provision of off-campus/ on-campus student accommodation in the next five to ten years;
- approving the recommended candidates to serve on the 2012 Community Engagement Assessment Team;
- approving the proposal for the 2012 Open Day;
- approving the proposal for the development and implementation of a Business Continuity Management Programme;
- approving the recommendation to set a minimum APS of 40 to qualify for the Orange Carpet Initiative;
- approving the proposal for the Meal Assistance Programme and granting permission for the RFP/tender process to be waived as Gift of the Givers was a non-profit organisation;
- approving the proposal to establish a Web Committee to assist UJ with planning, implementing, monitoring and evaluating the web services agenda;
- supporting the proposed new logo for the UJ Metropolitan Academy;
- supporting the proposal of Corruption Watch that UJ publically sign the anti-corruption pledge;
- supporting UJ Sport's proposal to allocate Afslaan as a dedicated sport residence with effect from 2014;
- supporting the principle of a UJ Student Volunteer Programme for Bursary Holders;
- noting the Culture Survey Report;
- noting the progress report on the Leadership Development Programme;
- noting the feedback from the Council of Higher Education on UJ's Institutional Audit Improvement Plan;
- noting the progress report on UJ's Quality Improvement Plan;
- noting the Webometrics reports (one compiled by IPS and another compiled by Prof. A. Amory) and establishing a task team to take forward the recommendations as contained in the report compiled by Prof. A. Amory;
- discussing and noting the quarterly reports on the following:
  - > Occupational Health Practice;
  - > Primary Health Care;
  - > HIV and AIDS;
  - > Security;
  - > Occupational Safety;
  - > Student Risky Behaviour;
  - > Student disciplinary cases;

- noting the Crime Prevention and Awareness Programme;
- noting the Report on Staff Occupation of University Accommodation;
- noting that UJ hosted a fellow from the University of Venda in the Registrar's Office in 2012, as part of the Higher Education Leadership and Management Programme.

A handwritten signature in black ink, consisting of a series of loops and a long, sweeping stroke that ends in a small circle.

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

# STUDENT REPRESENTATIVE COUNCIL (SRC) REPORT TO COUNCIL

## OVERVIEW

The structure, functions and role of the UJSRC are provided for in the SRC Constitution as approved by the University Council on 16 November 2009. The UJSRC comprises eight directly elected and eight indirectly elected portfolios. The campus SRCs comprise 10 directly elected portfolios.

Eleven SRC members, including the UJSRC President, were recalled and replaced by their respective organisations in 2012: two from UJSRC, three from APB, four from DFC and two from SWC.

## PERFORMANCE

### Attendance of Meetings

All meetings as scheduled took place and the attendance was satisfactory. The following performance has reference:

#### ***Meal Assistance***

Nine hundred and sixty students were assisted daily through the meal assistance programme. In addition, 1 728 dehydrated meal packs were distributed to students weekly.

#### ***SRC Trust Fund***

Of the R5 million provided by Council, R4 612 389 was used to assist 167 students with tuition fees during the 2012 registration process.

#### ***Student diaries***

Forty-eight thousand student diaries were distributed in 2012. The UJSRC decided not to continue with this project in 2013 as they felt that it did not provide value for money.

#### ***Student Development***

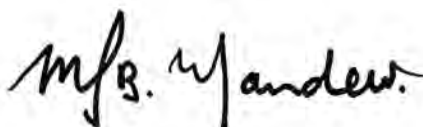
- Sixty students attended a meeting where the proposed Vision, Mission and Values of the University were presented.
- Forty SRC and RAG committee members attended a workshop on combatting gender violence and promoting Ubuntu, building self-esteem and strengthening communication skills.
- The students of the *UJ Observer* attended an Induction Workshop to introduce them to the operational systems of the University.
- A separate training programme on technical skills for photo and video editing was conducted. During the month of April, members of approximately 200 societies across all campuses attended a society's training to introduce them to the operating systems of the University and to equip them with leadership

skills such as conflict management, strategic planning, project management, decision-making and management of meetings.

- During the month of July 2012 all campus SRCs attended Review Workshops which were intended to evaluate the progress of the SRC and further realign programmes of action.
- One hundred students attended a workshop on the Emerging Student Leaders' Programme facilitated by the National Student Leadership Academy (NSLA).
- Forty-eight SRC members attended a training programme by NSLA from 11 to 13 July 2012 intended to develop SRC members' leadership skills.
- One hundred female students attended a Woman of Worth Workshop.
- The representatives of the SRC, RAG, the *UJ Observer* and societies participated in the Anti-Corruption Pledge at UJ.
- Eighty students across all the campuses attended a Financial Literacy Workshop.
- Members of RAG committees across all campuses attended a training programme which was aimed at educating new members about the operating systems of the University.
- Thirty SRC members attended a Mentoring Workshop facilitated by Cathy Yuill Unlimited.
- The UJSRC President, Treasurer-General and Sport, Arts and Culture Officer visited the United States and the United Kingdom to learn about diversity and tolerance issues at universities and how student governance functions.
- The SRC, RAG, the *UJ Observer* and representatives from societies had discussions with the American Senator Delegates on Politics and Leadership with a focus on the development of young leaders.

#### **SRC Events**

- The UJSRC hosted the Freshers' Ball on the Soweto Campus.
- The APK SRC hosted the Equality Walk against racism and discrimination.
- The APB SRC hosted a Women Empowerment Seminar.
- The APK SRC and SWC SRC hosted Miss UJ.
- The UJSRC organised the internal serenade competition in preparation for the national serenade competition which took place in Bloemfontein. Two UJ residences, Dromedaries and Skoonveld, participated.



**Bobby Mandew (Prof.)**

Executive Director: Student Affairs



**Derek van der Merwe (Prof.)**

Deputy Vice-Chancellor: Strategic Services

# STUDENT SERVICES COUNCIL (SSC) REPORT TO COUNCIL

## OVERVIEW

The SSC operates within the provisions of the Charter for Student Services Council, as approved in 2009. The charter provides a platform for student leaders and Executive Directors of different divisions of the University to consolidate views and develop proposals to the University management on student services and support issues.

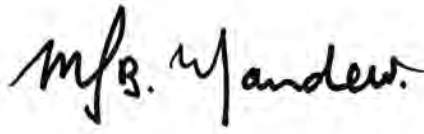
The purpose of the SSC is to provide advice to the Vice-Chancellor and the Management Executive Committee on operational and policy matters relating to student services. The SSC was co-chaired by the DVC: Strategic Services and the UJSRC President. Student Affairs provided administrative and secretarial support to the SSC. Three meetings were held in 2012.

## MATTERS CONSIDERED OR NOTED BY THE SSC

- A communication strategy for the Student Charter: Rights and Responsibilities and the Qualities of a UJ Graduate was approved and it was recommended that all students registering in 2013 sign the Student Charter.
- Submissions were made to the SSC regarding amendments to the SRC Constitution by Student Affairs and the UJSRC but no finality could be reached. The matter was referred for a constitutional review process for finalisation before the 2013/2014 SRC elections.
- The Plagiarism Policy was referred to the SSC for input.
- It was reported to the SSC that a panel had been appointed to investigate the incident of 10 January 2012 where the parent of a student died. The University would no longer follow the walk-in route but would devise alternative means to assist with late applications.
- The revised University Vision, Mission and Values were presented to SSC for its input.
- The Rollout Strategy of ICS and Wi-Fi Access on campus and residences was presented.
- The approved Event Safety and Security Standard Operating Procedure was presented.
- The Meal Assistance Programme for hungry students was presented for notification.
- The current format of the Intervarsity would be changed to a Sport Day.
- The scope of the Risky Student Behaviour strategy was increased to include all other risks in addition to alcohol and substance abuse and academic dishonesty.

## MATTERS THAT COULD NOT BE CONCLUDED IN 2012

Amendments to the SRC Constitution, the Plagiarism Policy, the review of the Charter for the SSC and the intercampus bus shuttle service of the University.

A handwritten signature in black ink that reads "mfb. Mandew." in a cursive style.

**Bobby Mandew (Prof.)**

Executive Director: Student Affairs

A handwritten signature in black ink that reads "Derek van der Merwe" in a cursive style.

**Derek van der Merwe (Prof.)**

Deputy Vice-Chancellor: Strategic Services

# CONVOCATION REPORT TO COUNCIL

The Annual General Meeting of the Convocation was held on 2 February 2012 and the meeting was quorate. The President of the Convocation, G.M.B. Coetzer, presented her report, focusing on the following: the revised UJ Vision, the eight strategic thrusts for the next decade and related indicators, the results of staff surveys conducted, current student and staff numbers, and substantial information related to alumni at UJ, including the benefits for alumni.

The Vice-Chancellor and Principal, Prof. Ihron Rensburg, presented his report focusing on the following:

- teaching and learning performance: enrolment management, success rates and graduation output, including the challenges in this regard;
- research performance;
- internationalisation;
- technology transfer and innovation;
- brand and alumni;
- sustainable resource management, utilisation and campus equivalence;
- institutional leadership, strategy and planning;
- UJ Vision, Mission and Values;
- ELG status and vacant positions;
- Board of Governors;
- Institutional Scorecard (pre-determined objectives);
- the stampede in January and special investigation requested by Council;
- personal leadership roles.

The meeting proceeded with the election process related to Convocation representatives on Council. Four nominations were received and considered: Mr J. Burger, Mr M.E. Gama, Mr B.E. Hoboyi and Mr D.E. Manganye. Mr J. Burger and Mr D.E. Manganye (second term of office) were elected.

The Call for Nominations for a Chancellor was briefly discussed and members were requested to submit nominations. An additional matter was placed on the agenda relating to day house perpetuity, focusing on the challenges experienced by alumni in this regard, i.e. the decreasing numbers of students registered in day houses, inadequate marketing of day houses and related risks.



**G.M.B. Coetzer (Ms)**  
President: Convocation

## CONCLUSION AND WAY FORWARD

The above report confirms that the governance at the University is excellent. The additional measures that have been approved by Council during the reporting year resulting from the Higher Education Laws Amendment Act, 14 December 2011, and the UJ Statute of 2012, will be executed in 2013 and should further contribute to the governance at the University.

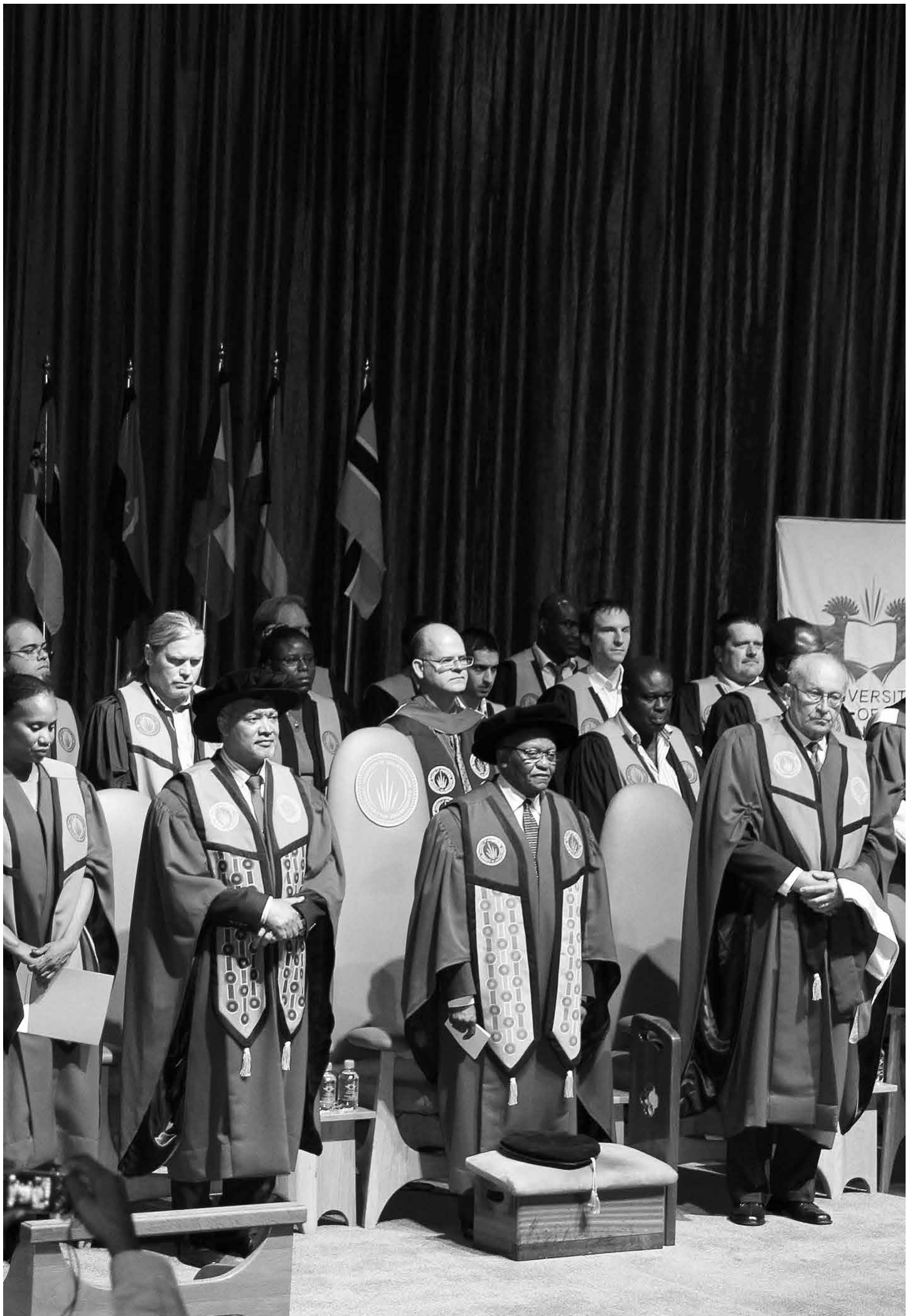


**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal



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







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# STATEMENT ON RISK MANAGEMENT

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

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

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

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

## **POLICY FRAMEWORK**

The updated institutional Risk Management Policy, Strategy and Methodology were developed, considered and approved by the MEC in 2007, revised in 2010 and consist of the following:

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

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

## **INSTITUTIONAL RISKS**

The following material institutional risks were listed on the University of Johannesburg's Risk Register for 2012 (with a rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

### ***Academic risks***

The following academic risks are reflected on the UJ Risk Register:

- quality of first-year intake (undergraduate students);
- loss of high-performance employees;
- postgraduate students throughput rate;
- undergraduate students throughput rate;
- sufficient and appropriate learning and teaching spaces;
- succession planning (expected and unexpected);
- business continuity: information technology systems;
- postgraduate enrolment targets;
- decline in white students below the critical mass;
- reputation management: late application walk-ins.

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

- institutional planning and business disaster recovery;
- lack of integrated business disaster recovery awareness.

### ***Financial risks***

- increase in doubtful debt;
- inadequate allocation from the National Student Financial Aid Scheme of South Africa (NSFAS);
- real decline in government subsidy;
- impact of the funding framework review on the subsidy of the University;
- increased electricity cost;
- financial sustainability.

## **PERFORMANCE**

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

The management of risks in general is reflected in the different sections of the Annual Report. The management of academic risks is reflected in the Senate Reports to Council related to teaching and learning, research and innovation and the performance of faculties. The Report on Academic Development and Support reflects all the risk mitigation interventions in this regard.

A strategy was developed to mitigate the risk related to the management of late applications and walk-ins in January 2013, consisting of the following:

- Communication Strategy (Grade 12 learners) in consultation with the Communication Division within Advancement, consisting of two phases:

- phase one:
  - > be CLEAR (Choose, Learn, Earn, Apply and Register);
  - > apply on time online;
  - > count-down clock on website;
- phase two:
  - > no physical walk-ins;
  - > refer to Mobi Site Enquiry System;
  - > pamphlets to Grade 12 learners: in examination packs and/or distributed at selected feeder schools;
  - > eighteen additional different communication strategies, for example silent messaging, pamphlets in taxis, buses, social media, radio and newspapers;
- Matching of Grade 12 IEB results, including a refined Academic Rating System (ARS) with additional functionalities to improve efficiency of the process;
- Development of a Mobi Site Enquiry System to enable a virtual process for the management of late applications in January 2013 and to manage enquiries submitted by undergraduate applicants who applied in 2012.

### **Management of other risks**

Each portfolio report reflects the management of the institutional risks, as well as the management of portfolio risks. Following the stampede in January, a Standard Operating Procedure for the management of events was developed in accordance with the legislation in this regard. This Standard Operating Procedure was approved and has been implemented for events since May of the reporting year. A new post for an Event Organiser was approved by the Management Executive Committee.

### **Business Continuity**

A Business Continuity Management Assessment was conducted by the internal auditors in 2011. All members of the Executive Leadership Group participated in this audit. The results of this audit (awareness and maturity) were finalised in 2012 and served at the first Audit and Risk Committee of Council. An internal audit on business continuity and the King III information technology governance was also conducted by the internal auditors in 2011 and these results also served at the first Audit and Risk Committee of Council meeting in 2012. A project team has been constituted to compile a project plan, based on the internal audit results, to address the compliance inadequacies related to information communication systems and business continuity management. The MEC Corporate Governance Review guidelines and instrument was revised and it now includes a section on information technology governance and the principles of business continuity management.

### **Succession planning**

The management of this risk is addressed in the Human Resources Report in Section 14.

### **Financial risks**

Financial risks are addressed in the final section related to financial sustainability.

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

Four ordinary MEC Risk Management meetings were held on 5 March, 19 April, 23 July and 2 October.

### **Composition and Attendance**

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

- Deputy Vice-Chancellor: Finance (Chairperson);
- Deputy Vice-Chancellor: Strategic Services (Deputy Chairperson);
- Deputy Vice-Chancellor: Academic;
- Registrar;
- Executive Director: Human Resources;

- Executive Director: Information and Communication Systems;
- Executive Director: Finance Governance;
- A risk management specialist nominated by the MEC;
- two executive deans nominated by the executive deans;
- two additional executive directors nominated by MECO;
- co-opted members from divisions/clusters/faculties when necessary;
- invited members: representative internal auditors and additional invitees as the committee deems fit.

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

- adding the following risks to the Institutional Risk Register:
  - NSFAS shortfall which may impact financial sustainability over the long term;
  - events attended by more than 2 000 persons;
  - reputational risk related to the application process for 2013;
  - Control Action Plans, Risk Action Plans and Control Titles were elaborated on, before submission to the MEC and the Audit and Risk Committee of Council;
- accepting the revised classification of the Risk Identification Matrix;
- noting the Risk Management Maturity Assessment;
- noting the UJ Investigation Report into the Incident during the Management of Late Applications and Walk-ins for 2012;
- agreeing, after having considered the compliance documents in relation to the 2012 UJ Open Day, that it complied with the Safety at Sports and Recreational Events Act, No. 2 of 2010;
- noting the strategy to mitigate walk-ins after the release of the Grade 12 results in January 2013, with the recommendation that attention should be given to a cohesive strategy to encompass matters around radio and print communication and any alternative plans to mitigate walk-ins;
- noting a report on the management of late applications, the RMC was of the opinion that the University had done everything in its ability to mitigate the risk of dealing with late applications and walk-ins for 2013;
- recommending to the MEC that the Safety Sports Recreational Events Committee's functions should be integrated with that of the RMC, to manage the high-risk events on UJ's academic calendar where it would be ensured that the event organiser had complied with all the necessary requirements;
- noting the Event Safety and Security Standard Operating Procedure;
- approving the Charter for the Event Safety and Security Planning Committee;
- noting the template for UJ scheduled events for 2013;
- noting the summary of scheduled events for 2013;
- noting the Facility Lease Agreement, requesting that it should be revised to meet the requirements as set by the Safety at Sports and Recreational Events Act, No. 2 of 2010;
- noting the quarterly progress reports on the management of laboratory fume cupboards, chemical storage and associated ventilation systems at UJ;
- noting round 4 for the 2011 Report on the Fast Food Service Providers at UJ;
- noting the Risk Registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
  - Faculty of Engineering and the Built Environment
  - Faculty of Economic and Financial Sciences
  - Faculty of Health Sciences
  - Faculty of Humanities
  - Faculty of Science
  - Division: Research and Innovation
  - Division: Expenditure
  - Division: Library and Information Centre
  - Division: Human Resources
  - Division: Governance and Revenue

- Division: Internationalisation
- Division: Information and Communication Systems
- Division: Student Affairs
- noting the DFC and APK Project Steering Committee minutes;
- noting the Draft Business Continuity Management and Implementation Roadmap;
- noting the insurance claim statistics with the request that consideration should be given on a new strategy for the driving of motor vehicles where the focus is placed on personal responsibility;
- noting the Occupational Health Risk Audits for 2011;
- noting that all higher education institutions would be subjected to the Public Audit Act;
- noting the Vision for 2030 of the National Information and Application Service (NIAS), and placing it as a high risk on the Institutional Register for 2013;
- noting the following Internal Audit Reports:
  - Accounts Payable and Disbursements Process (April 2012)
  - Accounts Receivable (April 2012)
  - Human Resources (July 2012)
  - Leave (May 2012)
  - Property Management Processes (July 2012)
  - Purchasing Process – ad-hoc Suppliers (April 2012)
  - Fixed Assets (April 2012)
  - Stock Inventory Management (April 2012)
  - Student Bursaries and Loans (April 2012)
  - Student Debtors (April 2012)
  - Supplier Masterfile (July 2012)
  - Faculty of Science (January 2011)
  - Faculty of Science (Research Accounts) (October 2011)
  - Occupational Safety (November 2011)
  - General Computer Controls Review – Edulink (September 2011)
  - UJ Business Continuity Management
  - IT Security Report (November 2011)
- conducting an MEC RMC performance review for 2012;
- noting the outcome of the 2011 performance review;
- approval of the Strategy for the Management of Late Applications and Walk-ins in January 2013, including the Mitigation Strategy and Event Safety Plan.

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

### ***Composition***

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

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

- invitees:
  - Deputy Vice-Chancellor: Finance
  - one additional Deputy Vice-Chancellor nominated by the MEC
  - the Registrar
  - external auditors
  - internal auditors
  - Executive Director: Financial Governance and Revenue
  - Executive Director: Expenditure

### ***Meeting dates***

The Audit and Risk Committee of Council had three ordinary meetings on the following dates:

- 25 April 2012
- 1 August 2012
- 24 October 2012.

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

- supporting and recommending to the Council, for consideration, the Audited Financial Statements for 2011;
- supporting and recommending to the Council, for consideration, the appointment of KPMG as internal auditors from 2013 (three-year term);
- supporting and recommending to the Council, for consideration, the re-appointment of PricewaterhouseCoopers (PWC) as external auditors for 2013;
- supporting and recommending to the Council, for consideration, the Policy on the Selection of External Auditors, for approval;
- supporting and recommending to the Council, for consideration, the Strategic Risk Register;
- supporting and recommending to the Council, for consideration, the revised Guidelines for the performance review of the MEC Corporate Governance Responsibilities;
- approving the additional work to be conducted by PWC in respect of the Oracle Version 12 Upgrade;
- approving the Internal Audit Coverage Plan for 2012;
- approving a Request for Proposal for the Internal Audit Services;
- approving the External Auditor's Client Service Plan for the Year Ending 31 December 2012;
- discussing and noting the quarterly internal audit progress reports, focusing in particular on the significant findings and the risk ratings;
- discussing and noting the following internal audit management reports:
  - Accounts Payable and Disbursement Process
  - Accounts Receivable
  - Business Continuity Management
  - Faculty of Science
  - Fixed Assets
  - Human Resources
  - General Computer Controls Review – e-learning Edulink System (follow-up)
  - Information Security – Follow-up on Technical Information Security Findings raised by PWC
  - IT Security
  - Leave
  - Network Security – External Vulnerability Assessment (follow-up) on the Review previously performed by New Order
  - Network Security – Internal Vulnerability Assessment (follow-up)
  - Occupational Safety
  - Payroll
  - Property Management Services
  - Purchasing Process: Ad-hoc Suppliers



- Stock Inventory Management
- Student Administration (follow-up)
- Student Bursaries and Loans
- Student Debtors
- Supplier Master File
- discussing and noting the External Audit Report on the Review of the Information System Processing Environment (Oracle and ITS);
- discussing and noting the feedback on IT governance and establishing a process for IT governance reporting to the committee;
- discussing and noting the high-level tracking schedule of audit findings;
- discussing and noting the feedback from the Office of the Auditor-General of South Africa on the 2011 audits and the scope for the 2012 audits;
- discussing and noting the reports of the MEC Risk Management Committee meetings;
- discussing and noting the Institutional Scorecard;
- noting the ARCC's function tracking sheet for 2012;
- noting the Higher Education Management System (HEMIS) Audit Report of June 2012;
- discussing and noting the reports of the MEC Risk Management Committee meetings;
- conducting an ARCC performance review for 2012;
- conducting an MEC Corporate Governance Review for 2012.

## CONCLUSION AND WAY FORWARD

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

Due to the extensive risk management process it was also possible to change the University's internal audit approach from a business cycle internal audit approach to a risk-based internal approach. As reflected in the Report of the Audit and Risk Committee of Council, KPMG was recommended to Council for approval as the internal auditors for a three-year period commencing in 2013. This was approved by Council at its meeting held on 23 November.



**J.H. Kriek (Prof.)**

Deputy Vice-Chancellor: Finance



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal



**J.J. Njeke (Mr)**

Chairperson: Council Audit and Risk Committee



**Roy Marcus (Prof.)**

Chairperson of Council



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# REPORT STATEMENT ON ENVIRONMENTAL SUSTAINABILITY

## OVERVIEW

Sustainability can be defined as a condition wherein current human activities are not diminishing the resources available for future generations. UJ is of the firm belief that sustainable development is a long-term commitment and aims to contribute to sustainability by reducing its environmental footprint while enhancing its contributions to the social and economic development of South Africa.

This Sustainability Report is structured according to the United Nations Environmental Programme's Design for Sustainability approach which clusters sustainability initiatives according to whether they are energy-related, water-related or waste-related.

## ENERGY MANAGEMENT

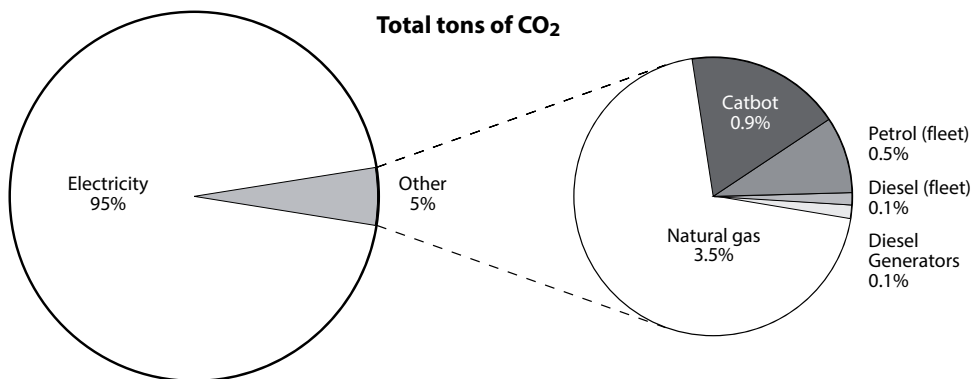
### Carbon footprint

UJ's carbon footprint analysis was based on its 2012 energy consumption and extrapolated from the 2010 carbon footprint audit.

The 2012 carbon footprint audit determined the following energy consumption impact:

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

(Note: Catbot is a fuel used to fire boilers for water heating)



The 2010 analysis identified electricity as the main contributor (95%) to the carbon footprint. This has continued into 2012 and has highlighted the University's reliance on electricity as a source of energy. The total carbon footprint for 2012, based on the energy consumption from various sources, is approximately 56 652 tons of CO<sub>2</sub> compared to 59 480 tons in 2011. This equates to a reduction of 4.75% and is mainly due to the reduction in electricity, gas and diesel consumption.

**Table 3: Carbon footprint based on 2012 actual consumption**

| Emmission Source                    | Kingsway Campus (APK) | Bunting Road Campus (APB) | Doorn-fontein Campus (DFC) | Soweto Campus (SWC) | Total CO <sub>2</sub> | Total tons of CO <sub>2</sub> |
|-------------------------------------|-----------------------|---------------------------|----------------------------|---------------------|-----------------------|-------------------------------|
| Electricity                         | 31 165 028            | 8 526 076                 | 8 793 765                  | 5 407 721           | 53 892 591            | 53 893                        |
| Natural Gas                         | 1 050 102             | 554 201                   | 326 745                    | 0                   | 1 931 049             | 1 931                         |
| Catbot                              | 500 920               | 0                         | 0                          | 0                   | 500 920               | 501                           |
| Petrol (Fleet)                      | 181 957               | 45 454                    | 9 769                      | 11 382              | 248 562               | 249                           |
| Diesel Fleet                        | 41 447                | 148                       | 153                        | 0                   | 41 748                | 42                            |
| Diesel generators                   | 16 120                | 0                         | 0                          | 20 824              | 36 944                | 37                            |
| <b>Total kg of CO<sub>2</sub></b>   | <b>32 955 575</b>     | <b>9 125 880</b>          | <b>9 130 433</b>           | <b>5 439 927</b>    | <b>56 651 815</b>     | <b>56 652</b>                 |
| <b>Total Tons of CO<sub>2</sub></b> | <b>32 956</b>         | <b>9 126</b>              | <b>9 130</b>               | <b>5 440</b>        | <b>56 652</b>         |                               |

**Improved energy management**

UJ's approach to its consumption of energy has a profound impact on the environment, university finances and energy security. Fossil fuels, including oil and coal, contribute to global warming and regional air pollution. Expensive energy increases the cost of UJ's academic functions. Taken together, these factors make it imperative to consistently improve energy management.

Given the energy consumption impact on UJ's carbon footprint, the University has placed strong emphasis on energy management with the following primary drivers: reducing operating costs through energy conservation and efficiency; minimising the environmental impact of the institution; reducing greenhouse gas emissions; reducing exposure to energy cost escalations; and reducing reliance on the country's energy infrastructure and resources. Other additional primary drivers include demonstrating effective management of resources; promoting UJ's successes to the general public and other universities; and striving towards educating those who will shape the future of our community, province, and country on the importance of managing the resources we use.

**Policy and strategy**

UJ has established an Energy Task Team consisting of diverse stakeholders who collectively participated in the following policy and strategy formulation in 2012.

**Policy Statement**

The policy developed to date and outlined below will be ratified by the appropriate governance structures by the second quarter of 2013.

The University will endeavour to reduce our energy consumption and eliminate waste without adverse effect on living and working conditions. The University fully supports the rights of all staff and students to work in buildings which are comfortably heated, illuminated and otherwise well-served within the limits imposed by legislation. The University will reduce its energy consumption by 7% by 2013 through:

- reducing the environmental impact arising from the consumption of energy and water;
- increasing energy efficiency;
- achieving continual improvement in energy performance;
- investing in clean, sustainable, energy-efficient technologies;
- monitoring and reducing its carbon emissions from energy use;
- providing a framework for reviewing energy performance and setting objectives for improvements.

In order to achieve this, the University will endeavour to:

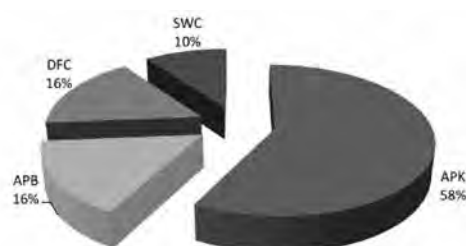
- develop an integrated campus energy metering and reporting framework;
- regularly monitor the consumption of energy and water;
- use alternative fuels and sustainable, renewable energy where cost effective;
- increase awareness of energy efficiency among all employees and students;
- ensure that relevant employees receive training in energy-awareness and efficiency-improvement techniques;
- conduct site energy audits to identify opportunities for efficiency improvements;
- implement cost-effective energy efficiency measures;
- ensure that energy efficiency and carbon emissions are considered in business decisions;
- ensure that energy-efficiency measures and sustainable design features are incorporated into all new buildings and major building refurbishment projects;
- invest in cost-effective, clean technology;
- regularly review its Energy Management Policy.

### ***Energy consumption, base lining and target-setting***

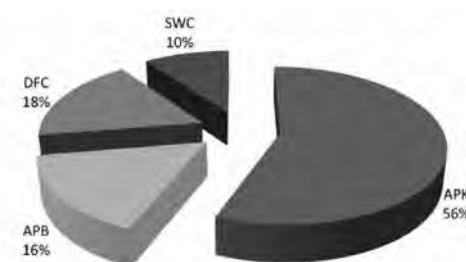
Actual 2012 energy consumption and cost distribution per campus are reflected in the next table. (Note that energy usage only includes usage for main campuses and not smaller properties.)

**Table 4: 2012 energy consumption and cost**

| Campus       | Annual energy consumption (kWhr) | Total Cost          |
|--------------|----------------------------------|---------------------|
| APK          | 30 257 309                       | R 39 995 493        |
| APB          | 8 277 744                        | R 11 657 684        |
| DFC          | 8 537 636                        | R 12 568 737        |
| SWC          | 5 250 215                        | R 7 124 796         |
| <b>Total</b> | <b>52 322 904</b>                | <b>R 71 346 710</b> |



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



**Figure 3: Energy cost distribution per campus**

Given the extensive built area, the energy intensity index for 2012 was calculated for each campus as shown in the table below.

**Table 5: Verified consumption baseline against improvements**

| Campus       | Annual energy consumption (kWhr) | Campus building area (m <sup>2</sup> ) | Energy intensity (kWh/m <sup>2</sup> ) |
|--------------|----------------------------------|--|--|
| APK          | 30 257 309                       | 252 810                                | 120                                    |
| APB          | 8 277 744                        | 110 945                                | 75                                     |
| DFC          | 8 537 636                        | 165 353                                | 52                                     |
| SWC          | 5 250 215                        | 79 366                                 | 66                                     |
| <b>Total</b> | <b>52 322 904</b>                | <b>608 474</b>                         | <b>86</b>                              |

#### Year-on-year increase / reduction in energy consumption

The following table illustrates the year-on-year reduction in energy consumption per campus. It also shows year-on-year absolute comparison, the impact of structural changes and the energy-efficiency impact.

**Table 6: Year-on-year percentage energy reduction**

|                      | APK   | APB   | DFC   | SWC   | Total |
|----------------------|-------|-------|-------|-------|-------|
| <b>Energy saving</b> | 7.77% | 7.48% | 1.95% | 1.15% | 6.13% |

#### 2013 energy reduction target

The table below presents the target percentage reduction in energy consumption by December 2013 and is measured from the 2011 baseline.

**Table 7: Energy consumption reduction target for 2013**

|                  | Floor | Target | Celling |
|------------------|-------|--------|---------|
| <b>Reduction</b> | 5%    | 7%     | 10%     |

#### Energy awareness

During 2012, the Energy Management Team developed a framework for running energy-efficiency awareness campaigns on all four main campuses at UJ. Meetings were held with various stakeholders in order to generate ideas as to effect energy savings at UJ.

Immediate plans for 2013 is to re-establish the relevant forums and effect implementation of energy awareness campaigns and initiatives.

#### Notable achievements

During 2012, the key focus areas were on implementing energy savings on the various campuses. Energy-saving initiatives implemented during 2012 included the following:

- showerhead replacement on all the residences across the campuses;
- replacement of incandescent down lights with LED lights (Eskom initiative, no cost to UJ);
- light switch-off campaign in the main libraries after 10pm during the week;
- wall heater switch-off campaign at DFC (John Orr Building) from 8pm in the evening;
- repairs effected on Building Management System (BMS) at APK in order to effect improved control of energy consumption.

It is envisaged that during 2013, more emphasis will be placed on projects and initiatives which will produce tangible results in order to meet the required targets.

## WATER MANAGEMENT

Water use provides another measure of how efficiently the University uses natural resources. Its impacts are relatively local and subject to climatic variation in wet and dry years.

The University has developed a Utilities Strategy, including numerous water-saving projects. A monitoring and targeting system for water will be set up to track costs and consumption and to enable management reports to be easily produced. Sub-meters will be installed in buildings and in large items of equipment to measure their consumption. Any fluctuations will be identified and investigated quickly, and corrective action will be taken.

Consumption will be monitored on a daily basis and unusual consumption patterns promptly addressed. New projects include landscape plans, storm-water management and harvesting, building codes and retrofitting and maintenance planning to assist in reducing water usage.

UJ has been actively involved with the local authorities to manage both water consumption and costs. Water audits will be conducted on each of the campuses to identify further opportunities for savings. Both water and energy use at UJ are inextricably linked and thus savings in energy will result in savings in water use for applications such as heating and cooling.

## WASTE MANAGEMENT

Recycling statistics from January 2012 to December 2012 are reflected in the table below.

**Table 8: Recycling statistics**

| Total waste generated | Total waste recycled | Total % waste recycled |
|-----------------------|----------------------|------------------------|
| 3 559 Tons            | 288 Tons             | 8.1%                   |

UJ did meet its 2012 target of 6% for recycled waste.

### *Different types of waste recycled*

The different types of waste recycled are reflected in the table below.

**Table 9: Types of waste recycled from January 2012 to December 2012 and measured in tons**

| Month             | Com paper (T) | White paper (T) | Plastic (T) | Cans (T) | E-waste (T) | Card boxes (T) | Glass (T) | Scrap metal (T) | Building rubble (T) | Fat (T) | Total (T) | %          |
|-------------------|---------------|-----------------|-------------|----------|-------------|----------------|-----------|-----------------|---------------------|---------|-----------|------------|
| <b>Total 2012</b> | 42.4          | 41.5            | 18.8        | 9.5      | 1.7         | 56.4           | 30.4      | 11.1            | 68.9                | 7.7     | 288.0     | <b>8.1</b> |

## CONCLUSION

UJ is helping to shape the minds and values of a new generation of leaders and decision makers by integrating an environmentally, socially and economically sustainable consciousness into all aspects of the University lifecycle through innovation, communication, community engagement and implementation.

This will be done by creating opportunities that encourage collaborative research and practices; adopting innovative technologies and approaches to sustainable practices at UJ; and including long-term commitments that integrate economic, social and environmental objectives in decision-making.



**Reenen du Plessis (Mr)**

Executive Director: Operations



**C.R. Gebhardt (Mr)**

Chairperson: Planning and Resource Committee of Council



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal



**Roy Marcus (Prof.)**

Chairperson of Council







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# INSTITUTIONAL FORUM REPORT TO COUNCIL

## OVERVIEW

The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute (2010). The Institutional Forum consists of two external members of Council, two members of the Management Executive Committee, the Executive Directors of Human Resources and Student Affairs, two members of Senate elected by Senate, four members representing permanent full-time academic employees who are not otherwise members of Senate, six members representing permanent full-time non-academic employees, two members of the Student Representative Council, two members of each recognised union and one member representing employees with disabilities.

The amended UJ Statute was promulgated on 31 March 2012. The amendments applicable to the Institutional Forum are as follows:

- a reduction of the number of academic representatives from four to two;
- a reduction of the number of non-academic representatives from six to two.

## PERFORMANCE

The Registrar was appointed by the MEC as Chairperson of the IF for 2012. The IF held four ordinary (quarterly) meetings, as well as two special meetings. The latter was to consider recommendations from selection committees on senior management appointments and to consider the ELG Review Committee reports in order to provide advice to the Council on such recommended appointments or a further term of office (or not) for selected members of the ELG.

### ***Attendance***

The attendance of the IF meetings has been satisfactory with the exception of one Senate representative and two academic representatives. The attendance of the members of the Student Representative Council was also below average. Attendance of some union representatives was affected during the last quarter of the year because of their unions' recognised status having changed to non-recognised. All meetings were quorate and the deliberations were robust.

### ***Standing items***

Standing items related to transformation at the University were identified to ensure that the IF members could adequately apply their minds to the relevant transformation initiatives in accordance with the UJ Statute. These included inter alia the following: quarterly reports related to new employee appointments, resignations, dismissals, Language Unit reports, progress with the Institutional Transformation Plan, HIV and

AIDS, the Employment Equity Plan and progress with the employment equity targets and the Leadership Development Programme.

### **Meetings**

The IF functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute. The IF 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:

- 23 February 2012;
- 12 March 2012 (special meeting);
- 9 May 2012;
- 15 August 2012;
- 18 September 2012 (special meeting);
- 18 October 2012.

### ***Matters of significance discussed, considered with the purpose of giving advice to Council, or noted***

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

- supporting and recommending to the Council, for consideration, the creation of a new position: Senior Director at a Peromnes Level 4;
- supporting and recommending to the Council, for consideration, UJ's Vision, Mission and Values;
- supporting and recommending to the Council, for consideration, the Human Resources Resourcing Policy;
- supporting and recommending to the Council, for consideration, the Employment Equity Plan;
- advising the Council on the appointment of the following ELG members:
  - Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs for a five-year term of office;
  - Registrar for a five-year term of office;
  - Executive Dean: Faculty of Art, Design and Architecture for a five-year term of office;
  - a process of headhunting was initiated for the position of an Executive Director: Academic Development and Support;
- advising the Council on the re-appointment of the following ELG members:
  - Deputy Vice-Chancellor: Research, Innovation and Advancement, for a second five-year term of office;
  - Executive Director: Advancement, for a period of one year;
  - Executive Director: Student Affairs; for a final term of office for three years;
  - Executive Director: Finance Expenditure, for another five-year term of office;
  - Executive Director: Finance Governance and Revenue, for another five-year term of office;
  - Executive Director: Sport, to be reviewed in a year's time;
- advising the Council on the appointment of UJ's Chancellor;
- noting the Vice-Chancellor's Reports;
- noting the Language Debate Report 2011;
- noting the quarterly Language Unit Reports;
- noting the Executive Summary on the Service Perception Survey;
- noting the HIV/AIDS Annual Report 2011;
- noting the Policy and Strategic Framework on HIV/AIDS for Higher Education Institutions;
- noting UJ's investigation into the incident during the Management of Late Applications and Walk-ins 2012;
- noting the Employment Equity Report for 2011;
- noting the Employment Equity Forum Charter;
- noting the UJ Employment Equity Forum Workshop Report;
- noting the progress report on the Employment Equity Plan;
- noting UJ's Institutional Transformation Plan;

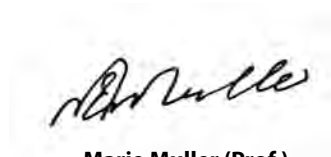
- noting the Transformation Office Report;
- noting the Call for Nominations for a Chancellor;
- noting the registration overview and distribution by population group;
- noting the quarterly reports on the appointment/resignation/retirement of academic and non-academic staff;
- noting the quarterly reports on staff misconduct;
- noting the Institutional Scorecard for 2012;
- noting the Leadership Development Programme;
- noting the amended UJ Statute, particularly with reference to the composition of the IF and that the Charter of the IF has been amended accordingly;
- conducting the 2012 performance review of the IF;
- conducting the 2012 MEC Corporate Governance Responsibilities.

### ***Performance Review***

The IF conducted its performance review at the last meeting of the year. The results are as follows: execution of functions 8.3, governance compliance 10 and committee administration 10. The challenges relate to the detailed monitoring of transformation within the University, knowing that the Culture Survey results must still be released, which will give an indication of the perceptions related to transformation in the institution.

### **CONCLUSION AND WAY FORWARD**

The Institutional Forum is fulfilling its mandate to monitor transformation within the institution. The composition of IF, in accordance with the UJ Statute of 2012, has resulted in two academic representatives as opposed to six, and two non-academic representatives as opposed to four.



**Marie Muller (Prof.)**

Registrar

Chairperson: Institutional Forum



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# SENATE REPORT TO COUNCIL: ACADEMIC TEACHING AND LEARNING PERFORMANCE

## OVERVIEW

The University of Johannesburg is a comprehensive university, implying that academic programmes are offered from undergraduate diploma to doctoral qualifications. The strategic thrusts related to teaching and learning read as follows:

- sustained excellence of academic programmes, research and community engagement;
- a comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer;
- equivalence of all campuses, with dedicated initial focus on SWC and DFC;
- an international profile of employees, students, scholarly output and institutional reputation;
- a brand that identifies UJ with relevant, accessible and excellent higher education;
- leadership that matters, in the institution and in civil society.

The key indicators related to the above strategic thrusts are reflected in UJ's Strategic Thrusts: 2011 to 2020 (refer to page 14).

## FOCUS

The Institutional Scorecard for 2012, related to teaching and learning, reflects the following targets:

- honours, master's and doctoral enrolments: 5 656;
- graduate output honours, master's and doctoral: 1 800;
- graduate output undergraduate: 8 150;
- number of staff registered for a doctoral qualification: 70;
- percentage of undergraduate degree applicants who have an M-score (National Certificate holders) of at least 20 or an Admission Point Score (National Senior Certificate holders) of 35 and above: target of 26%.

## TEACHING AND LEARNING STRATEGY AND POLICIES

A summary of the most significant strategies, policies and regulations related to teaching and learning is given:

- Admission and Selection Policy (amended and approved in 2012)
- Academic Regulations
- Faculty Rules and Regulations
- UJ Teaching and Learning Strategy

- Teaching and Learning Policy
- Academic Programme Policy and Guidelines for the Development of Academic Programmes
- Admission and Selection Policy, including related placement tests
- Recognition of Prior Learning Policy
- Assessment Policy
- Policy on Work-integrated Learning
- Policy on Learning Material
- Certification Policy
- Enrolment Management Plan and UJ Enrolment Management Model

## **ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE**

### **Overview**

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The Executive Director: Library and Information Centre reports to the DVC: Research. The Executive Director: Internationalisation reports to the DVC: Internationalisation, Advancement and Student Affairs. This post was vacant resulting in the Executive Directors reporting to the Vice-Chancellor and Principal during the reporting year.

Senate and Senate Committees are responsible for the governance related to the academic programme delivery. The performance of Senate and Senate Committees is reflected in Section 4 of this report.

The Registrar is responsible for the governance and quality of academic administration relating to the academic lifecycle of the student, from application to graduation. The following governance related to teaching and learning is reflected in this section:

- Academic architecture
- Programme Qualification Mix (PQM)
- Distinctive campus programmes
- Enrolment Plan 2012
- Senate and Senate Committees
- Teaching and learning support governance:
- Academic Development and Support
- Library and Information Centre
- Internationalisation
- Academic Administration

### **Academic architecture**

The following nine faculties are operational:

- Faculty of Art, Design and Architecture (FADA)
- Faculty of Economic and Financial Sciences (FEFS)
- Faculty of Education
- Faculty of Engineering and the Built Environment (FEBE)
- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Management
- Faculty of Science

### **Programme Qualification Mix**

Senate approved eleven new academic programmes as reflected in the Senate Report to Council (refer to Section 3: Statement on Corporate Governance). In addition to the new academic programmes, as part



of the process of alignment of all formal higher education programmes with the new Higher Education Qualifications Framework (HEQF), the University submitted completed templates of all its programmes. This included the categorisation of all subsidised programmes as requiring limited technical changes (A), technical changes plus some curriculum changes but less than 50% (B) and those that cannot be aligned (C). A total of 876 (422 category A, 101 category B and 353 category C) programmes were submitted. Since then, a member of the DIPEM staff has served on the Council on Higher Education (CHE) Evaluation Committee and some programmes were returned for minor corrections. The emphasis in assessment of category A submissions was on compliance of the programmes with the HEQF with a focus on correct categorisation, correct naming, and alignment of programme type, exit levels and total credits with HEQF specifications. Verbal confirmation was received that all UJ category A qualifications were approved and subsequently changes were made to reflect these on the academic structure. The exception for all universities was doctoral programmes, which will be handled separately by the Higher Education Quality Committee (HEQC). The approved category A programmes will form part of the University's new HEQF-aligned PQM.

A total of 1 190 active qualifications and 5 112 active modules are reflected on the academic structure.

## **Distinctive campus programmes**

The academic programmes are offered across four campuses: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC) and the Soweto Campus (SWC). Although the official Campus Programme Profile was approved by Council in 2008, compliance with this will only fully materialise once the upgrading of DFC has been completed and the consolidation of the Faculty of Health Sciences has materialised in 2014.

## **Enrolment Plan 2012**

The UJ Enrolment Plan for 2012 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- total headcount enrolment of 48 988;
- the total target of first-time entering undergraduates: 10 500 to 10 800;
- percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
  - undergraduate diplomas: 35.2%;
  - undergraduate degrees: 50%;
  - undergraduate total: 87.6%;
  - postgraduate below master's: 7.9%;
  - master's and doctoral enrolments: 3.9%;
  - doctoral enrolments: 1.1%;
  - postgraduate total: 12.9%;
  - occasional students: 1.9%.
- percentage of headcounts per aggregate Classification of Educational Subject Matter (CESM) category:
  - business and management: 40.8%;
  - education: 8.3%;
  - science, engineering and technology: 30.5%;
  - other humanities: 20.5%.

The Enrolment Plan was refined per faculty and the planned enrolment figures were approved in accordance with the above institutional specifications. In addition to this, each faculty calculated the planned enrolment figures per qualification for planning and monitoring purposes.

## **Senate and Senate Committee**

Senate consists of the members of the Management Executive Committee, executive deans (n=9), vice-deans, executive directors responsible for academic portfolios (n=4), senior professors (permanent full-time), the heads

of academic schools (that are not otherwise senior professors), the heads of academic departments (that are not otherwise senior professors), two members of the Student Representative Council and invited members as determined by Senate (n=224). The Vice-Chancellor and Principal is the Chairperson of Senate.

The following Senate Committees are operational:

- Senate Executive Committee;
- Senate Higher Degrees Committee;
- Senate Teaching and Learning Committee;
- Senate Research Committee (known as the University Research Committee);
- Senate Academic Freedom Committee.

The governance performance of the above structure/committees is reflected in Section 3 (Statement on Corporate Governance of this report).

## PERFORMANCE

### Student enrolment profile, performance and graduate output

The total enrolment for the University in 2012 was brought down from the over-enrolment in 2011 to a lower target which was met almost exactly, reflecting a shortage of 202 enrolments. There were no significant shifts in enrolment among campuses from 2011 to 2012, but rather a consolidation of the programmes and faculties that were moved the previous year. Three new programmes offered at SWC resulted in a slight increase in the enrolment total for that campus, while figures were reduced for the other three campuses. Nonetheless, APK still experienced over-crowding reflecting an enrolment of 27 276 students.

**Table 10: Enrolment figures per campus, 2007 to 2012**

| Campus       | 2007          | 2008          | 2009          | 2010          | 2011          | 2012          |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| APB          | 7 722         | 8 120         | 10 157        | 10 132        | 9 521         | 8 152         |
| APK          | 23 884        | 25 980        | 27 809        | 26 334        | 27 885        | 27 276        |
| DFC          | 8 252         | 8 444         | 8 337         | 7 509         | 7 830         | 7 957         |
| ERC          | 232           |               |               |               |               |               |
| SWC          | 1 646         | 1 912         | 3 013         | 4 340         | 5 292         | 5 412         |
| <b>Total</b> | <b>41 740</b> | <b>44 456</b> | <b>49 316</b> | <b>48 315</b> | <b>50 486</b> | <b>48 797</b> |

Meeting the overall enrolment target was closely matched by the meeting of targets in four faculties while in FEFS there was over-enrolment by 454 and under-enrolment in Management of 460. Science over-enrolled by 231 while Education and Humanities both under-enrolled (254 and 289 respectively). Changes to the historical size of the faculties relate to the transfer of Quality and Operations Management qualifications from the Faculty of Management to the Faculty of Engineering and the Built Environment, as well as the transfer of the BA (Tourism Development) and BA Honours (Tourism Development) from Humanities to Management. Late (second semester) registration of undergraduate students who have confirmed placement in industry (i.e. FEFE students) or those students who need only a few modules to complete their qualifications, continues to be a feature of the annual enrolment pattern. A total of 19 deceased students were recorded in 2012.

**Table 11: Headcount enrolment figures per faculty, 2007 to 2012**

| Faculty                                | 2007  | 2008  | 2009   | 2010   | 2011   | 2012   |
|--|-------|-------|--------|--------|--------|--------|
| <b>Art, Design and Architecture</b>    | 849   | 954   | 1 092  | 1 112  | 1 197  | 1 207  |
| <b>Economic and Financial Sciences</b> | 8 130 | 9 102 | 10 798 | 10 877 | 11 330 | 11 495 |

|  |               |               |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Education</b>                             | 4 955         | 5 197         | 5 000         | 4 957         | 5 051         | 3 886         |
| <b>Engineering and the Built Environment</b> | 7 592         | 7 715         | 8 436         | 7 871         | 8 368         | 8 323         |
| <b>Health Sciences</b>                       | 3 242         | 3 543         | 3 679         | 3 537         | 3 433         | 3 635         |
| <b>Humanities</b>                            | 4 838         | 5 449         | 5 814         | 6 261         | 6 652         | 6 827         |
| <b>Law</b>                                   | 1 517         | 1 481         | 1 575         | 1 517         | 1 623         | 1 580         |
| <b>Management</b>                            | 8 126         | 8 620         | 9 906         | 9 238         | 9 324         | 8 320         |
| <b>Science</b>                               | 2 491         | 2 395         | 3 015         | 2 945         | 3 550         | 3 524         |
| <b>Total</b>                                 | <b>41 740</b> | <b>44 456</b> | <b>49 315</b> | <b>48 315</b> | <b>50 528</b> | <b>48 797</b> |

The table below shows that the University has succeeded in maintaining a ratio of 0.77 full-time equivalent students to headcounts. This is an indication of the average load carried by students and suggests that the proportion of students carrying a less than full load is remaining constant. Ideally, this ratio should be raised.

**Table 12: Headcount, FTE and ratio**

| <b>Year</b> | <b>Headcount</b> | <b>FTE</b> | <b>Ratio</b> |
|-------------|------------------|------------|--------------|
| <b>2012</b> | 48 786           | 37351.991  | 0.77         |
| <b>2011</b> | 50 528           | 38556.638  | 0.76         |
| <b>2010</b> | 48 315           | 37270.58   | 0.77         |
| <b>2009</b> | 49 315           | 38077.709  | 0.77         |
| <b>2008</b> | 44 456           | 33782.746  | 0.76         |
| <b>2007</b> | 41 740           | 31079.701  | 0.74         |

With the reduction in the overall enrolment total came an increase in the proportion of postgraduate students in the student body in 2012. This also represented a real increase in numbers from 6 453 in 2011 to 6 618 in 2012.

**Table 13: Undergraduate and postgraduate headcount percentage of enrolment figures**

| <b>Enrolment Type</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Undergraduate</b>  | 85.2%       | 85.3%       | 86.7%       | 86.9%       | 86.9%       | 86.1%       |
| <b>Postgraduate</b>   | 14.4%       | 14.5%       | 13.1%       | 12.8%       | 12.8%       | 13.6%       |
| <b>Occasional</b>     | 0.4%        | 0.2%        | 0.2%        | 0.3%        | 0.4%        | 0.4%        |

The enrolment of international students increased marginally to bring the University to a 5% proportion of international students.

**Table 14: International enrolments and percentage of total enrolments**

| <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> | <b>2011</b> | <b>2012</b> |
|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 613       | 1 870       | 1 950       | 2 216       | 2 351       | 2 421       |
| 3.9%        | 4.2%        | 4.0%        | 4.6%        | 4.7%        | 5.0%        |

In terms of distribution of enrolments across the main CESM categories, Business and Management, and Science, Engineering and Technology (SET) were almost exactly on target, but Education fell 1.6% short of its expected share which was taken up by Humanities and Law. The current distribution across CESM categories is within close range of the targets agreed to with the Department of Higher Education and Training (DHET) for 2013.

**Table 15: CESM mix**

| Qualification group            | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | DHET 2013 target <sup>(1)</sup> |
|--------------------------------|-------|-------|-------|-------|-------|-------|---------------------------------|
| <b>Business and Management</b> | 35.2% | 36.3% | 38.2% | 41.4% | 40.9% | 40.3% | 41.4%                           |
| <b>Education</b>               | 10.8% | 11.0% | 9.3%  | 8.6%  | 8.3%  | 6.7%  | 6.4%                            |
| <b>Humanities/Law</b>          | 21.3% | 20.9% | 21.0% | 20.5% | 20.9% | 22.6% | 21%                             |
| <b>SET</b>                     | 32.6% | 31.7% | 31.5% | 29.5% | 29.9% | 30.4% | 31.2%                           |

(1) Ministerial Statement on Student Enrolment Planning 2011/2012 to 2013/2014 (April 2011)

The University consciously seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body. The Indian and coloured share dropped very slightly, but there was another significant drop in the white share (1.4%) which was taken up by African enrolments. Interventions put in place in 2012 to curb the drop in white enrolments can only be monitored from 2013 onwards.

**Table 16: Student profile: population group distribution**

| Race            | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  |
|-----------------|-------|-------|-------|-------|-------|-------|
| <b>African</b>  | 66.1% | 69.2% | 72.8% | 74.3% | 77.1% | 78.7% |
| <b>White</b>    | 26.0% | 22.8% | 19.2% | 17.7% | 15.2% | 13.8% |
| <b>Indian</b>   | 5.0%  | 5.0%  | 4.8%  | 4.8%  | 4.5%  | 4.4%  |
| <b>Coloured</b> | 2.9%  | 3.0%  | 3.2%  | 3.2%  | 3.2%  | 3.0%  |

Once more, undergraduate success rates have improved for all qualification types, and as other data has shown, for all racial groups. It may be expected that over the next few years, these improvements will lead to improved graduate throughput, but the success rates may reach a plateau beyond which any further expectations of improvement would be unrealistic.

**Table 17: Undergraduate success rates**

| Undergraduate Type                           | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  |
|--|-------|-------|-------|-------|-------|-------|-------|
| <b>Undergraduate diploma and certificate</b> | 74.7% | 75.9% | 78.3% | 75.1% | 77.5% | 80.9% | 81.6% |
| <b>Undergraduate degree</b>                  | 76.2% | 78.5% | 77.3% | 74.8% | 78.8% | 78.4% | 82.4% |
| <b>Average undergraduate</b>                 | 75.6% | 77.4% | 77.7% | 74.9% | 78.3% | 79.4% | 82.1% |

Graduate outputs in 2011 reached a peak as a consequence of the high levels of enrolment in 2009. Despite a drop related to enrolment in 2010, the graduate output remained fairly stable. The output of 430 master's and 109 doctoral graduates in 2012 is particularly pleasing, making this the highest level achieved in the past six years. A total of 51 graduation sessions took place with 10 958 qualifications awarded or conferred for the 2012 calendar year. The table below reflects the graduate output for the 2012 reporting (academic) year.

**Table 18: Graduate output subsidised qualifications**

| Qualification Type                | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  |
|-----------------------------------|-------|-------|-------|-------|-------|-------|
| <b>Undergraduate: three years</b> | 6 858 | 7 507 | 7 505 | 7 518 | 8 147 | 8 200 |

|  |              |               |               |               |               |               |
|--|--------------|---------------|---------------|---------------|---------------|---------------|
| <b>Undergraduate: four years or more</b> | 507          | 534           | 521           | 516           | 637           | 682           |
| <b>Undergraduate Total</b>               | 7 365        | 8 041         | 8 026         | 8 034         | 8 784         | 8 882         |
| <b>Postgraduate (pre-master's)</b>       | 1 736        | 1 796         | 1 921         | 1 830         | 1 983         | 1 986         |
| <b>Master's</b>                          | 303          | 400           | 320           | 369           | 394           | 430           |
| <b>Doctoral</b>                          | 75           | 73            | 70            | 51            | 68            | 109           |
| <b>Postgraduate Total</b>                | 2 114        | 2 269         | 2 311         | 2 250         | 2 445         | 2 525         |
| <b>Total</b>                             | <b>9 479</b> | <b>10 310</b> | <b>10 337</b> | <b>10 284</b> | <b>11 229</b> | <b>11 407</b> |

## Undergraduate Applications and Admissions

Undergraduate application was operational on 1 April, both online and hard copy applications (for the 2013 intake). A total of 197 undergraduate academic programmes (first-time entrants) were reflected on the student data system.

The University experienced a steady increase in undergraduate applications from 2009 to 2011, but reflected a stabilisation in 2012. A total of 88 287 applications were received compared to 85 300 in the previous year, with a headcount of 51 698 in 2012 compared to 52 804 in 2011.

When processing the applications for undergraduate first years, the following categories in relation to admission status were utilised:

- **Full Admission Admitted:** These are applicants who are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification. An applicant with extraordinary academic performance reflected in the Grade 11 results may also be granted admission in this category.
- **Conditional Admission:** The admission is based on the applicant's Grade 11 results, but reflecting good academic performance and therefore exceeding the minimum admission criteria, thus reflecting low risk for final selection based on Grade 12 results. This admission status is, however, still subject to the final Grade 12 results, including the endorsement requirement.
- **Provisional Admission:** This is subject to space. The applicant complies with the minimum admission criteria based on Grade 11 results, but the academic performance reflects a degree of risk or the enrolment target for a specific academic programme has been exceeded or may be exceeded in accordance with the final selection and admission process that is based on an Academic Rating System (ARS).
- **Admission Declined:** This implies non-compliance with the admission criteria. A total of 70% of the applications were declined.

A total of 18 753 undergraduate applicants (first-time entrants) were granted admission in one of the above three admission categories (compared to 16 000 in 2011) for approximately 10 800 places:

- 7 404 admitted;
- 8 977 conditional admission;
- 2 372 provisional.

Approximately 65 000 undergraduate applications were declined and referred to Further Education and Training (FET) Colleges reflected on the UJ distribution list.

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# ACADEMIC DEVELOPMENT AND SUPPORT

## **OPERATING CONTEXT**

The Division of Academic Development and Support (ADS), headed by an Executive Director, consists of four centres: the Academic Development Centre, the Centre for Professional Academic Staff Development, the Centre for Technology-assisted Learning, and the Centre for Psychological Services and Career Development (PsyCaD). Each centre is headed by a director. The Division forms a major part of the academic development and support portfolio, whose function is to deliver high-level assistance to the Deputy Vice-Chancellor: Academic. The portfolio's core business relates to the development and support of students and staff, with work focused around the following thrusts:

- contributions to curriculum and programme development and enhancement, and to excellence in teaching and learning;
- delivery of academic development and support (including psychosocial support) to students;
- delivery of wide-ranging professional academic development to staff, teaching assistants and tutors;
- promotion of innovative learning with technology, for both staff and students;
- delivery of extended curricula to students who are identified as needing additional initial support;
- specific projects such as the First-year Experience Project, Orientation and the National Benchmark Tests, the Staff Qualifications Programme, and the roll-out of the Teaching and Learning Strategy and UJ Teaching Philosophy;
- monitoring and evaluation of the impact of these various undertakings.

Each centre has addressed a number of these thrusts, in terms of its capacity and focus, with the Executive Director also leading or being involved in several initiatives, many of which also involve members of faculties.

The Division is managed through a monthly Executive Committee meeting chaired by the Executive Director, and attended by representatives from each centre and a representative of all administrative staff in the Division,

as well as the four directors. In selecting representatives, attention is paid to diversity. All members are invited to contribute agenda items, and centre representatives are specifically urged to take on the role of liaison between centre staff members and the Committee, and to contribute actively to ExCo discussions. The ADS HR Business Partner is also invited to Executive Committee meetings, and a First-year Experience Report is a standing item.

Several ADS subcommittees report to the Executive Committee and are chaired either by a director, or by a staff member with special expertise in the respective field. These subcommittees are: Research and Ethics, Quality Promotion, and Marketing, with a Community Engagement subcommittee under Development. A meeting of directors and financial administrators with the ADS Finance Business Partner takes place monthly, or in terms of need.

All ADS staff members are invited to a twice yearly general staff meeting, at which matters of general interest (including the ADS Strategic Plan) are reported on or discussed, generally followed by an activity relating to transformation. Attendance at these meetings is good.

Each centre has its own governance structure, with committee and staff meetings scheduled in terms of its specific needs.

## **RISKS AND MANAGEMENT OF RISKS**

The ADS Risk Register is discussed and updated several times during the year at Executive Committee meetings.

### **Risks associated with the underpreparedness of first-time entrants**

The core and overarching risk addressed by Academic Development and Support is that of underpreparedness of first-time entrants, a risk which has not diminished over the past five years and which is anticipated to persist during the next decade. Academic Development and Support plays a major role in assisting executive deans (in whose faculties students are registered) in mitigating this risk.

While this risk is doubtless widely experienced by all higher education institutions, it assumes additional dimensions at UJ, which has chosen access as a strategic priority, thereby taking on the challenge of enormous diversity in each cohort of entrants. By selecting the strategic priority of access for underprepared students, UJ seeks to contribute to redress, but such access is, of course, meaningless unless it can also result in success, with the majority of entrants in due course achieving a qualification. Enabling success for all UJ entrants requires a careful analysis firstly of the contexts from which entrants come, and secondly of the challenges which they are likely to experience in this new environment.

Underpreparedness is commonly associated with the notion of disadvantage, though even entrants from advantaged backgrounds may be found to be underprepared for the very different approaches to learning in higher education. When also associated with disadvantage, however, underpreparedness becomes far more complex: disadvantage has geographical, financial, educational, linguistic and other socio-cultural components and is cumulative in nature, and its impact can only be addressed through concerted broad-based action addressing financial, academic and psychosocial aspects of the student experience.

Given an underperforming school sector, many students entering UJ are underprepared academically, with low achievements in core competencies such as Mathematics, Science, and the ability to use English (often a second, third or even fourth language) as the language of teaching and learning. The resulting articulation gap between secondary school and first year in higher education is well known, but is proving difficult to address, given that it is at the same time crucial to maintain exit standards.

In most cases, moreover, academic challenges of this type are compounded by psychosocial and cultural underpreparedness for the very different world of higher education, where norms and expectations are often left implicit rather than made explicit. Here, however, it must be asked whether it is simply students who are 'at fault', or whether the institution itself is in certain ways underprepared for the learning and psychological needs of those entrants who by now constitute the majority. Ensuring epistemological access and access to academic

practices for our students requires UJ lecturers, as professionals, to be fully aware of the divergent cultures and learning approaches of our students and to accommodate them in as many ways as possible.

Attempts to mitigate this core risk of underprepared entrants can in turn lead to other risks. ADS staff play a key role in building awareness of these challenges in faculties and divisions and assisting lecturers – this role entails a heavy workload, and demands for their time and expertise are increasing every year. At the same time, perceptions of the role of ADS, and what ADS staff can be expected to achieve, may be unrealistic. Many faculty staff still regard ADS as the ‘solution’ and expect ADS to remedy these ‘problems’ (seen as student problems only), so that faculty teaching can continue as usual.

Furthermore, it is now generally accepted that our students need additional contact time, for instance tutorials and developmental workshops, which puts additional pressure on scarce resources such as timetable slots and teaching venues. Creative responses such as the introduction of additional formative online assessments again increases pressure on the computer laboratories and CenTAL staff. ADS staff are constantly challenged to manage their time more effectively, but once optimal efficiencies have been achieved, the case may have to be made for new staff posts.

### ***Mitigation strategies***

UJ has long concerned itself with the challenge of underperformance and extremely unsatisfactory completion rates in higher education, and the work of ADS is primarily conceptualised as a holistic and encompassing response to the needs of students, with the goal of optimising their chances of success. A major means of addressing this challenge has been our innovative First-year Experience (FYE) programme, which has now run for three years with growing impact. FYE brings together first-year teaching staff from all faculties, as well as divisional representatives, who jointly address a number of focused initiatives.

FYE is conceptualised as a “holistic initiative which encompasses all aspects of first-year student experience, through which all first-year students will experience the transition into university life”. FYE seeks to enable epistemological access of all entrants, by means of the following core components:

- A growing focus on optimal placement of students. While students are accepted into UJ programmes on the basis of their NSC results, we are increasingly utilising National Benchmark Tests (NBT), which all entrants are requested to write, to more comprehensively understand student academic competencies on entrance to higher education, so as to better accommodate them. NBT results confirm the imperative need for intensive support for Mathematics, Science and English language development. We complement NBT results with an ‘on entrance’ survey, our Student Profile Questionnaire (including questions on socio-economic status, study habits, travel time to campus) which yields faculty- and programme-specific cohort profiles which faculties find of increasing value. This long-term research project has been able to identify a number of indicators which can reliably be used to predict student success, and which allow the immediate identification of students most likely to need additional support.
- Our Career Services Unit is addressing one other major challenge: the fact that many entrants, due to lack of information about possible careers and associated study paths, find themselves registered for inappropriate qualifications, which students regularly mention in exit interviews as a primary reason for dropout. Career Services has conceptualised an encompassing approach which includes virtual career information available through the UJ portal, the development of an innovative information booklet targeting Grade 11 learners, and a community outreach initiative to Soweto feeder schools, which trains selected Grade 11 learners as ‘career informants’ for their peers.
- Our compulsory Orientation Programme, run by all faculties to address the specific needs of their entrants, encompasses both social and academic aspects. Inadequate attendance remains a challenge; experience has shown that it is precisely those students who would most benefit from orientation who have yet to finalise their funding or their registration, and who often arrive on campus once classes have started. Consideration is again being given to awarding degree/diploma credit points for Orientation, as piloted by one faculty with very promising results.
- Orientation may, however, result in information overload. We have responded with what is termed ‘Extended



Orientation': the continuation of the orienting process throughout the first semester, and in some cases into the second semester. Extended Orientation seeks to integrate the academic requirements for being a successful student into core first-year modules, including issues such as staff expectations, academic norms, time management, etc.

- Students tend to respond positively to peer-taught tutorials, and in our enhanced tutorial programme faculty staff members collaborate with teams of well-trained tutors and the Tutor Development Unit. Feedback during 2012 confirmed improved compliance with the UJ Policy on Tutors and Tutoring.
- Our SAFENET project identifies 'at risk' students early in the semester and offers additional support. We complement the concept of 'at risk' students with that of 'at risk' modules with high failure rates, and ensure that content, success rates, and pedagogies are scrutinised and, if necessary, rethought.
- With the active assistance of the Executive Director: Student Affairs, an academic excellence project has been initiated in the residences, with mentoring of groups of entrants by senior students, who ensure that entrants understand academic norms and expectations, and attend classes, the regular evening study periods, and the occasional residence presentation or workshop on topical issues. Attention is also being paid to Risky Student Behaviour, as it also impacts negatively on student performance.
- Again with the assistance of the Executive Director: Student Affairs, a psycho-social 'safety network' is being implemented, which seeks to address the growing challenge of student hunger. PsyCaD plays a major role in this, with trained peer buddies acting as outreach into faculties and residences and guiding students in need to PsyCaD services.
- A UJ Strategy on English Language Development, which requires all first-year curricula to include some form of language development, was approved by Senate during 2012, and is being implemented incrementally.

The umbrella initiative of FYE with its focus on students and their needs is, however, complemented by much other work undertaken in ADS, which in a variety of ways sensitises and equips teaching staff to respond to student needs. The Access wing of our Academic Development Centre has gained national renown for the success of its numerous extended curricula, and their innovative approaches are increasingly of interest to mainstream teaching.

At the same time, partnerships between Academic Development Centre staff and mainstream staff are proving increasingly productive, in the fields of academic literacy, learning development and tutor development. The Centre for Professional Academic Staff Development focuses strongly on equipping both new and more experienced staff to deal with today's changed student cohorts; the newly introduced ADS Curriculum Project prioritises curriculum responsiveness and conceptualises learning as becoming a practitioner of a knowledge and professional domain. CentAL (now under a new Director and with the new name Centre for Academic Technologies – CAT) is prioritising authentic learning and active student engagement in burgeoning approaches to learning with technology. Overall, the focus is increasingly on integrating the academic development of students into existing mainstream modules, an approach which has been shown to promote transfer into disciplinary studies.

### **Risks associated with constantly growing demands on ADS staff: staff morale, workload and wellness issues**

UJ's broad commitment to access of necessity brings with it additional workload and costs. The past few years have seen a much-needed change in institutional mindset as regards teaching, and an enhanced awareness of the competencies and needs of entrants; but effective teaching approaches tend at the same time to be labour-intensive, with increasing demands being made on ADS staff for assistance.

The growing demand for learning with technology has this year necessitated a complete transformation of CentAL's developmental approaches, again with a heavy associated workload. ADS staff understand clearly that, to be effective, their work must be underpinned by research, which also impacts on workloads. Staff morale in sections of ADS has been impacted on by delays in clarifications relating to Conditions of Service, and it remains difficult to attract, and retain, well-qualified staff, although a satisfactory diversity profile is being maintained.

However, career pathing and promotion, which have now become possible, are expected to have a positive impact. The introduction of professional Conditions of Service is still outstanding and undoubtedly results in higher staff turnover in centres such as PsyCaD.

#### ***Mitigation strategies***

- Careful management of staff workloads.
- A conscious search for ways to promote staff wellness, led by PsyCaD staff.
- A change in marketing perspective to a 'we work in partnership with you' approach.
- An increased focus on familiarisation of faculty teaching staff with student-oriented approaches, rather than simply on delivery (by ADS) of modules to students by means of these approaches.
- Adequate ADS leadership on all campuses.
- Staff development within ADS, so that more ADS staff are able to take on a range of responsibilities.
- More selective involvement, for instance through prioritisation of first-year risk modules.
- Development of further research capacity within ADS.
- Conscious pursuit of promotion possibilities for ADS staff: staff will need to be positioned and developed for promotion, in terms of the required teaching and research profiles.
- Liaison with Human Resources to expedite the prompt development of professional Conditions of Service.

#### **Risks associated with the instability of the Learning Management System (LMS); limited staff capacity for system maintenance; and power failures**

After the challenges experienced during the introduction in 2011 of the new version of the UJ LMS, Blackboard Learn 9.1, the current situation is stable with only two instances of system disruption reported during 2012. However, due to a lack of high-level technical skills in CAT, a single staff member, contrary to international best practices, is responsible for the maintenance of the operating and LMS systems. Nevertheless we remain aware of the associated risks.

#### ***Mitigation strategies***

- Ongoing liaison with the South African service provider.
- Constant close attention to defects and immediate remedial actions.
- Investigation of other feasible options that may be alternative solutions (in addition to, or as alternatives to, the single LMS).
- Liaison with Information and Communication Systems (ICS), as regards staff back-up for system maintenance.

#### **Risks associated with lack of demographically representative leadership in ADS**

Currently senior leadership is not demographically representative; succession planning remains a key challenge. After an extensive search, a designated appointment has now been made at middle management level, with the intention of also filling a similar vacant post with a designated appointee; and close attention is being paid to the development of leadership capacity.

#### ***Mitigation strategies***

- Close attention to succession planning.
- Continued development of leadership capacity at middle-management level.

### **STRATEGIC THRUSTS AND TARGETS**

The ADS goals seek to support the academic project at UJ, by:

- developing and implementing an ADS framework that is aligned with the UJ teaching philosophy and facilitates integration within the Division and with faculties;
- foregrounding twenty-first century skills for UJ staff and students;
- exploring alternative models of academic and educational development in collaboration with the faculties;

- providing professional development in support of the learning-to-be teaching philosophy;
- providing a foundation of psycho-social-cultural, academic and career services to support UJ students and staff;
- developing a community of practice to support an enhanced research ethos in ADS;
- running the Division effectively through consensus-building, so as to receive full and professional commitment from ADS staff.

These goals are closely aligned with the UJ Strategic Thrusts. They speak first and foremost to Thrust 1, through the underlying focus on teaching and learning and the excellence of the modules offered by ADS, and through the growing focus on evidence-based research. ADS goals also contribute to Thrusts 2, 3, 5, 6 and 8, as follows:

- Thrust 2: Many of the extended curricula offered through ADS are technology-focused.
- Thrust 3: We ensure appropriate presence and sound leadership of ADS Centres on all campuses.
- Thrust 5: The extended curricula offered through ADS are known for their excellence and accessibility and our other centres support the accessibility of UJ programmes.
- Thrust 6: ADS staff in leadership positions have become known, both on and off campus, nationally and internationally.
- Thrust 8: Staff in ADS are supported and developed, to ensure that they are fully able to respond to the demands of their positions. CentAL promotes the availability of open and ubiquitous information and communication technology.

Through the FYE programme and the Division's overall focus on teaching and learning and student success, ADS contributes to the following two goals on the UJ Scorecard: to teaching effectiveness, Goal 3 (graduate output: undergraduate) and to Goal 18 (graduate employability) and, through the Staff Qualifications Programme for doctoral support, to Goal 16 (number of staff registered for doctoral programmes).

## **PERFORMANCE**

### **First-year Experience Programme**

In 2012 the First-year Programme was in its third year of implementation, building on the success and experience of the previous two years. The programme is led by the Executive Director: Academic Development and Support, assisted by an FYE Coordinator, who runs focused initiatives and promotes liaison with faculties. The Coordinator is crucial to the success of the programme. The FYE Committee, with representatives from all faculties and many divisions, meets on a monthly basis for coordination and discussion of arising matters. Regular presentations delivered by internal experts on good practice build further capacity. Committee meetings are well attended.

The commitment of faculty staff who teach first-year modules is noteworthy. FYE is particularly successful in faculties where there is strong leadership for the initiative – either through a vice-dean or a committed and enthusiastic individual. However, we are well aware of the risk of relying too strongly on a single individual to carry faculty rollout, and have strongly encouraged the formalisation of faculty FYE Committees, preferably under senior faculty leadership. These committees are now in place in most faculties. All FYE components continued to run during 2012.

The Safenet programme continued with the early identification of 'at risk' students in several faculties. A refinement was the direct involvement of ADC and PsyCaD in the initial interviews with these students, allowing students to become immediately aware of available development interventions. However the relatively low response rate to the SMS message sent to 'at risk' students, requesting them to come in for an interview, remains a concern.

Feedback from the tutor programme confirmed that departments are increasingly adhering to the UJ Policy on Tutors and Tutoring. It is especially important that tutorials are fully integrated into the module programme and not simply left to tutors to develop and manage. For the first time, the Residence Academic Excellence Programme was rolled out in most residences, with promising results; further attention will be paid to involving

the residence wardens more fully, and to training senior students as residence academic advisers. The FYE Coordinator paid special attention to involving students in FYE, though progress remains slow.

Data collection by means of the Student Profile Questionnaire and the Early Student Experience Questionnaire continued, with faculty profiles circulated on an early date. National and international contacts were further developed; most notably, the FYE Coordinator was invited as plenary speaker to the international FYE Conference in Canada. Marketing and publicity now include the FYE website, social media and interviews on UJFM.

Our long-term focus on first-year students now appears to be having a marked impact, with success rates improving from 76.5% in 2011 to 80% in 2012, and even more pleasingly, our demographic breakdown for the first time showed equivalent first-year performance by white and black students.

In order to better understand the achievements, and continuing challenges, of FYE, an in-depth evaluation was conducted and a wide range of opinion solicited, from both staff and students, including one international and one national expert. Responses were generally very positive. The importance of the facilitative role of FYE Coordinator as expert in the field was repeatedly acknowledged, with confirmation of the valuable work of the present Coordinator. At the same time it was felt that both the Coordinator and the FYE Committee have as yet too little authority when it comes to faculties and other divisions, and that FYE recommendations can easily be overlooked or ignored. In addition, there is a need for greater student involvement. Continued attention should also be paid to sustainability, by anchoring FYE more extensively in all faculties.

## **Orientation 2012**

Orientation, now known as O! Week, has become well established at UJ. Institutional principles guide faculty-specific implementation during a two-week period which also encompasses senior and first-year registration, immediately prior to the start of classes. Within this overall framework, faculty programmes vary considerably in length and the nature of activities, but generally contain at least the following elements: a dean's welcome session; academic orientation to departments and programmes; presentations on how to register online; presentations by PsyCaD, the Library and Academic Development; computer proficiency tests and Edulink orientation. Orientation is marketed as being compulsory, by means of the Registration z-fold, the O! Week Programme booklets, and the UJ Orientation website, where a clickable banner is placed prominently on the home page.

UJ staff agree that students who have attended Orientation are certainly better prepared, and this year's organisation focused on maximising student attendance, with somewhat mixed results. Attendance ranged from above 80% (generally in smaller faculties) to around 50% (in larger faculties); poor attendance was compounded by the fact that many students registered late. Feedback confirmed the value of involving senior students, of developing interactive sessions rather than simply communicating information, and having an MC available for the full session. Discussions with neighbouring universities confirmed that all had experienced poor attendance, with the cost of attendance (bus fare, accommodation etc.) being frequently mentioned. The alternative suggestion of using the 'test slot' on the first three Mondays of the term to orientate late-comers is proving difficult to implement.

Recommendations for the coming year acknowledged the importance of attending Orientation, especially for poorly prepared students, and sought to explore ways in which all faculties could promote and enforce attendance. A core recommendation is that credit points should be allocated for attendance and completion of required Orientation activities. This approach is presently being implemented by one Faculty, with good results.

## **National Benchmark Testing**

National Benchmark Tests (NBTs) are advertised as compulsory for all entrants to UJ, but as yet NBT-compliance is not required for registration; approximately half of our 2012 entrants wrote NBTs. NBT performance is presently used primarily (in conjunction with NSC results) to gain an enhanced understanding of the competency levels of entrants. Research has continued during the year into possible correlations between NSC and NBT performance

and subsequent performance at the end of first year; the intention is to identify additional faculty-specific predictors of student success. On the basis of completed research, the NBT research group has argued that the use of NBT results, in addition to NSC results, would allow more accurate placement of entrants, for instance in extended programmes. However, the logistics of enforcing NBT compliance for registration are considered extremely challenging, with possible impact on the number of students registering at UJ. One faculty is to pilot the use of compulsory NBT performance for placement in 2013.

## **The UJenius Club**

A top achievers club for undergraduate students was approved by Senate in 2010 and was piloted in 2011. With around 250 high-performing students identified for 2012, activities started with a competition to find a distinctive name for the club. At the high-profile welcome function in late April, the DVC: Academic announced the new name: the UJenius Club. Around ten members volunteered to serve on a Steering Committee, which ran an active Facebook site, allowing members to communicate with each other, and activities to be announced.

The majority of activities were rolled out within faculties: these included acknowledgement of top performers at faculty, departmental or course level; awareness building of excellent academic performance through websites or noticeboards; invitations to faculty events such as seminars and workshops; involvement in marketing strategies such as Open Day; prioritisation for appointment as tutors and mentors and sponsorships for attendance at conferences. Club members from all faculties were invited to a workshop on the National Development Plan, with presentations by the Vice-Chancellor and Mr Kulekani Mathe from the National Planning Commission Secretariat.

Two faculties, the Faculty of Science and FEBE, participated in the first UJ Undergraduate Research Conference, at which approximately 20 students gave presentations on their research projects. Monetary prizes, to be held over until winners had registered for postgraduate study, were awarded. Faculty staff were pleasantly surprised by the quality of the presentations, and intend developing this initiative further in 2013.

For 2013 a partnership with the UJ International Office will make numerous funded 'Study Abroad' opportunities available to UJenius members.

## **The UJ Teaching and Learning Strategy renewal process**

With the growing focus on teaching and learning as core university business, considerable work was devoted during 2012 to the themes of undergraduate education and positioning UJ as a top teaching institution. Presentations were made on these topics at the Senate Teaching and Learning Committee in February and at the August ELG Breakaway, following which an MEC decision was taken to fund further enhancements of the quality of undergraduate education. In 2013 additional tutors and senior tutors are to be funded, and an appointment sought for a UJ Research Chair in Teaching and Learning.

These presentations and debates fed into the process of review and redevelopment of the UJ Teaching and Learning Strategy. The first Teaching and Learning Strategy was approved by Senate at the end of 2008 and implemented from 2009 onwards; it has undoubtedly had considerable impact both on student performance and on institutional understanding of the role of teaching as core university activity. During 2012 a comprehensive review process was initiated: a high level task team generated a concept document mapping out six core themes, which (to allow for broader engagement by teaching staff) were further unpacked by task teams. Focus areas of the emerging revised Teaching and Learning Strategy are to be the quality of our academic programme offerings, the competency level of our staff, and innovative teaching pedagogies. This work will be completed during 2013.

## **Teaching and Learning Report**

The third UJ Teaching and Learning Report was produced for both internal and external readers as a companion volume to the UJ Research Report and the UJ Community Engagement Report. The report presented a wide

array of examples of teaching innovation and excellence, drawn from the activities of faculties and Academic Development and Support, as well as acknowledging some excellent student achievements. The Teaching and Learning Report is widely circulated among members of staff and seeks to acknowledge and build awareness of staff commitment to teaching and learning.

### **The Vice-Chancellor's Distinguished Awards for Teaching and Learning**

These prestigious awards, much valued by teaching-focused staff, have become a tradition in the annual calendar; the Awards function is a highlight of the final months of the year. Staff who are nominated present a substantial teaching portfolio, which encourages self-evaluation and reflection on teaching achievements. In 2012 Distinguished Teacher Awards were awarded to Professor Alex van der Watt from the Faculty of Economic and Financial Sciences and to Professor Hennie Lotter from the Faculty of Humanities. In addition, UJ was informed that two 2011 awardees, Tracey McKay from the Faculty of Science and Professor Nathalie Hyde-Clarke from the Faculty of Humanities, had been honoured with a commendation from the Higher Education Learning and Teaching Association of South Africa (HELTASA) at national level.

### **Staff Qualifications Programme**

Following a decision in 2009 that all permanent academic staff must hold at least a master's qualification, the Staff Qualifications Programme for Master's Support was established to support staff in this endeavour. A variety of support is made available, including limited research funding, an extensive and well-attended programme of research development workshops, writing support and some teaching relief during the writing-up phase of the research. As the pressures of completing a master's degree while in full-time employment had proved a serious challenge for quite a few participants, the programme was extended in 2012 for one additional year. By the end of 2012, a total of 57 staff members had submitted their dissertation for assessment. Some limited support will still be available during 2013 to those who, for valid reasons, require a little more time to complete.

In 2012 attention turned to the rollout of the follow-up Staff Qualifications Programme for Doctoral Support, with two cohorts of staff members, 50 in all, completing the UJ SANTRUST pre-doctoral support programme, by the end of which participants have their thesis proposal ready for faculty approval. The intention is to considerably boost the number of UJ academic staff with a doctoral degree over the next five years.

### **Research in ADS**

For several years ADS has focused on developing research capacity among its staff members, with the goal of equipping staff to pursue an evidence-based research agenda which will allow our practices to be assessed and, if necessary, transformed. During 2012 considerable progress was made in this regard. Priority areas for ADS research were mapped out, as follows:

- appropriate pedagogy for the twenty-first century;
- language development for first-year students at UJ;
- research methodology;
- scholarship and teaching;
- first-year success;
- psycho-social studies.

Two of the ADS directors are now rated researchers and hence well able to lead research development in ADS. Two writing retreats were held to assist staff in finalising publications, and ADS was able to report a total of 17 accredited publications for 2012. In addition, an active Scholarship of Teaching and Learning Working Group has been established and has attracted considerable interest from faculty staff.

### **Community engagement in ADS**

Community engagement has hitherto been undertaken on an ad hoc basis by various committed members of ADS. During 2012 a working group sought to draw together these several initiatives into a more focused

approach, with presentations being made to the general staff meetings in June and November. This process will continue during 2013. In their various community engagement projects, ADS staff members have sought to draw on their professional skills and to offer various types of training, or psychological and careers support, at a number of secondary and primary schools and at Krugersdorp Correctional Services. In addition the PsyCaD peer buddies are encouraged to develop community engagement projects during the course of the year.

## **Transformation in ADS**

Two of the themes in the UJ Transformation Plan, 'Academic excellence', and 'A student-centred and caring institution', are central to the daily work of ADS staff members, and are reported on in other sections of this report. In terms of the Employment Equity theme in the Transformation Plan, ADS focuses strongly on maximising the appointment of well-qualified designated applicants. A particular focus is on developing designated leadership for ADS, and a lengthy search finally resulted in the appointment of a designated Head at P6 Level in ADC. To promote retention the ED meets with each new member of staff twice during their first year of appointment, to ensure that staff members are settling in, feel welcome and are positioned for further development.

In this section the focus is therefore on initiatives which seek to bring about increased transformation within ADS. During 2012 transformation within ADS was foregrounded by establishing a broader Transformation Working Group, with volunteer representatives from all centres and all campuses. The group evolved gradually during the year, and focused on exploring ways of talking about difficult issues which are usually glossed over, and on the Transformation Plan theme of 'Transformational leadership, governance and management'. Discussion focused on the need for greater transparency as regards the budgeting process and appointments in ADS. As a result presentations on these two topics were made at the June general staff meeting, and Dropbox access to ADS minutes and documentation has been arranged for all staff. To foreground inclusivity, 'Safe Zone' posters have been produced, to go up on appropriate office doors; Safe Zone states: 'This space respects people of all sexual orientations, gender expressions, ethnicities, socio-economic backgrounds, religions, abilities and health status.' The working group has conceptualised a programme around diversity education for 2013, which is likely to include exploration of themes and scenarios, rather than workshop-type approaches.

## **DIVISIONAL FOCUS AND PERFORMANCE**

### **The Academic Development Centre (ADC)**

Under the leadership of Professor Jenny Clarence-Fincham (January 2012 to August 2012) and Dr André van Zyl (September 2012 to December 2012), ADC enjoyed a productive year characterised by some important developmental shifts. The Centre's core goal remained constant: to position itself more centrally within the University in order to offer students a positive, supportive environment conducive to both social and academic success. At the same time the ADC made considerable progress with regards to building productive partnerships with faculties as well as creating a more equitable service tailored to varying campus needs. One of the important accomplishments was the establishment of a Writing Centre on the Soweto Campus which means that writing support is now offered to students on all four campuses.

Over and above their teaching, assessment and research commitments, ADC staff were also actively involved in their quality audit which took place in March 2012. This was organised collaboratively by ADC and the Unit for Quality Promotion (UQP) and spanned three days of meetings with the external peer review panel on all four campuses. The panel's audit report contained a number of commendations which acknowledged the value of the work of ADC, as well as recommendations for improvement, which mainly supported and enhanced the philosophy and work approaches already adopted by ADC. An internal task team completed the ADC improvement plan which was accepted during the last UJ Senate Teaching and Learning Committee (STLC) meeting of 2012. Further follow-up and implementation of recommendations started immediately and will continue into 2013 and beyond. Institutional recommendations will be discussed further with all stakeholders, and the recommendations of the panel will feed into the strategic processes of ADC during 2013.

ADC's extended diploma programmes, academic literacies and learning development modules, the writing centres, as well as the Tutor Development Unit, have all continued their good work in terms of promoting access to success to students from previously disadvantaged groups. In collaboration with faculties, ADC staff have continued to develop and encourage innovative pedagogies and solutions to problems. This has contributed to the improved student success rates reflected at the end of 2012.

The change in strategic focus from solely student development to student and staff development, and the consequent realignment of strategic goals, has moved forward in a number of significant ways this year. During the last quarter of 2012 the Centre for Professional Academic Staff Development (CPASD) was integrated into ADC and has now become a fully fledged unit within ADC, and designated PASD. One of the main effects of this move has been to strengthen the staff development work of ADC by creating a much closer working relationship between ADC staff and PASD staff. This will further strengthen ongoing work, which seeks to facilitate greater understanding among academic staff of the nature of academic literacy, as well as a higher level of integration of academic skills with discipline-specific knowledge. The ADC's commitment to increased integration of academic development into the mainstream curriculum has also progressed with the development of additional integrated curricula in collaboration with several faculties.

While still faced with some significant challenges, the innovative nature and success of many of the initiatives undertaken in ADC are making an increasingly significant impact on students' experience and success at UJ. In combination they certainly enrich the contribution the Centre makes to the work of ADS and to the University community as a whole.

### **Centre for Academic Technologies (CAT, previously CentAL)**

Since January 2012, developments and activities in the Centre for Academic Technologies, previously known as CentAL, under the leadership of Professor Alan Amory, were associated with two principle initiatives. Firstly, the centre undertook an evaluation of current practices in relation to a changing technological learning landscape in order to re-formulate its work, structure and management processes. Secondly, in order to provide the University with a technological environment to support its teaching and learning philosophical position of 'learning to be', a series of technological innovations were undertaken.

During the first part of 2012, CAT members participated in a number of workshops undertaken with the support of Human Resources divisional experts to build a centre suited to the requirements of a twenty-first century university that wishes to make use of academic technologies to enrich the learning, teaching, assessment and research of the UJ community. These processes lead to the reconceptualisation of our core ideology, internal differentiation and management processes. With respect to our core identity we agreed to the following:

- our purpose – to promote the use of innovative and evolving academic technologies;
- our vision – twenty-first century skilled academia;
- our brand – smart use of academic technologies;
- our values – innovation, openness, simplicity, collaboration and cross-pollination, adaptability to rapid change and forgiveness.

To enact this identity, the work of the Centre was divided into three functional areas, overseen by a process management approach, that includes:

- Community Support And Development
- Teaching And Learning Consultancy
- Technical Support And Development

The objectives that support the work of each of these components are to:

- support community-based management processes;
- provide scaffolded and just-in-time support;
- drive transformative learning practices;
- promote the use of cross-platform applets.



In addition, CAT strives to stimulate academic teaching, learning and assessment technologies through engagement with all UJ communities. To understand the vision of CAT, developments and activities in 2012 are briefly highlighted below.

### ***Community Support and Development Services***

Previously two routes to aid the academic community were provided by CenTAL: student and staff support, and training workshops. During 2012 a new approach to provide staff and student support was centred on a single help desk, supported by a modern “ticketing” software system to monitor, manage and track queries. At the same time, self-service and online resources to extend technical skills were developed. The first self-development service is a mobile application for smartphones that includes solutions to the problems most often experienced by staff and students (uHelp – Mobile). The second service is a comprehensive website to help staff involved in the development of Blackboard modules (uHelp – Web). In this way, support is now provided via a mobile app, a website, and multiple routes to an integrated help desk where, when necessary, problems might be solved through one-on-one interactions. Regarding Information and Communication Technology (ICT) literacy, a number of interventions were designed. Firstly, during First-year Orientation, workshops on ICT and Blackboard literacy were implemented. Secondly, a number of scheduled workshops available to both students and staff were held. Thirdly, to support teaching with technology, a new staff development workshop was developed, tested and implemented (see below).

### ***Teaching and Learning Consultancy Services (TLC)***

The TLC group provides theoretical and practical approaches to the use of technology in the classroom to support learning, teaching, assessment and class management. A collaborative-authentic learning-tool (technology) mediated framework is the foundation of the approach. The intention of the staff development workshop (mentioned above) is to model an approach that supports contemporary pedagogical approaches that are aligned with the institutional teaching and learning philosophy. The CAT framework, to support the one-day workshop, is explained in an easy-to-read z-folder and summarised in a single page hand-out.

### ***Technical Support and Development Services***

The Technical Support and Development group provides all the tools, software and the ICT environment to support a ‘learning with technology’ position. During 2012 CenTAL offered Blackboard and Turnitin as the primary tools to support teaching and learning. However, current technological developments, initiated during the second half of 2012, will provide the University of Johannesburg with a number of different services to improve the access to resources and tools.

The uLink portal integrates the existing Student Portal and Edulink with new services in a ‘finger-ready’ user interface. The range of services accessible via mobile devices are greatly enhanced. Blackboard Learn Mobile will be available from 2013, both as a stand-alone app and as a module in the Blackboard Central application. The uHelp app will also be deployed as a stand-alone product and as a module in Blackboard Central. In addition, existing services (UJ’s and the Library’s mobi sites) were redesigned to create a similar look-and-feel across all UJ’s mobile applications.

The largest development, however, implemented during the latter part of 2012 and early months of 2013, is Blackboard Central. This application includes 12 services to support all communities interested in the activities at the University of Johannesburg. To support students and staff in writing good academic English, a number of tools will be available from 2013. Tools available to undergraduate students not in their final year of study include Viper and DOC Cop, Turnitin is available to final-year undergraduate and Honours students, and iThenticate services are available to support postgraduate and staff members. With regards to research production at UJ, two services are available from CAT, including an academic software library and a tool to capture accredited and non-accredited research output for funding and archival purposes.

In conclusion, the services offered by CAT have now been designed to support a wide variety of devices and to support the UJ community with different levels of expertise. Within the space of a single year, CenTAL was

transformed into CAT with a portfolio and a number of diverse services delivered on the dominant mobile platforms or via web-based services. All these services are supported by the dedicated CAT consultants.

### **The Centre for Professional Academic Staff Development (CPASD)**

Under the leadership of its Director, Dr Riëtte de Lange, the Centre for Professional Academic Staff Development further established itself as an active and visible site of holistic professional development by providing high-quality teaching and learning opportunities, guidance and support for all academic staff. To achieve this, CPASD worked within an integrated professional academic development framework which included teaching, learning and research development.

CPASD offered new and current academic staff and HoDs a range of facilitated activities aimed at enhancing learning and teaching, and the management of teaching and learning. These activities ranged from individual mentoring, departmental and faculty workshops to university-wide seminars, and included the Academic Preparation Programme for new and inexperienced teaching staff, the induction programme for heads of department and workshops offered to faculties and departments on demand. Professional development activities are informed by the institutional 'learning to be' teaching and learning philosophy. Activities in 2012 also sought to provide opportunities for staff to become familiar with and engage with current debates in higher education, both nationally and internationally. This was particularly evident in two University seminars: the first on large class teaching, at which numerous staff presented their successes and challenges, and the second on 'learning to be', led by Professor Ronald Barnett, from the University of London.

The ADS Curriculum Development Project, a collaborative initiative involving ADS, Institutional Planning, the Division of Planning, Evaluation & Monitoring (DIPeM) and the Quality Promotion Unit (QPU) grew out of the teaching and philosophy roll-out process and was initiated in 2012. The project, driven by a small working group of CPASD staff, was co-ordinated by Professor Jenny Clarence-Fincham. Its conceptualisation drew on a number of themes: the UJ teaching and learning philosophy; insights emerging from the South Africa Norway Tertiary Education Development Programme (SANTED) on curriculum coherence in comprehensive universities; current curriculum development research, both national and international; and the requirements of the HEQF and the HEQC audit expected in 2016. As such, the ADS Curriculum Development Project comprises four interrelated aspects of curriculum development: teaching and learning philosophy roll-out, the development of new programmes, HEQF-based re-curriculumation and project-driven pedagogical interventions. Good progress has been made during the year with regards to these various aspects, and the project will be ongoing.

Professional research development was largely focused around the UJ Staff Qualifications Programme (SQP) and saw increasing collaboration with the Postgraduate Centre. SQP for Master's Support was established during 2009, with the goal of supporting all permanent academic staff who had not yet achieved a master's degree to complete this qualification by the end of 2011; the programme was then extended through 2012. From 2009 to the end of 2012, 40 academic staff members completed their master's degrees, and towards the end of 2012 a further seventeen submitted their dissertations for assessment.

The success of this initial SQP programme led to the introduction of an SQP for Doctoral Support, which comprised the UJ SANTRUST pre-doctoral programme, and subsequent support comparable to that available on the master's programme (research funding, research development workshops, writing support). In addition to the 50 members of staff who completed UJ SANTRUST during 2012, thirty academic staff who were already engaged with their doctorate signed up for SQP-D. During the year 19 research capacity development workshops, unpacking various aspects of the research process, were offered. A further research development initiative was the formation of a working group around the Scholarship of Teaching and Learning, open to academic staff interested in researching their own teaching practice. In collaboration with the Postgraduate Centre, workshops on postgraduate supervision were also presented.

Evaluation of teaching by students remained a priority. CPASD conducted a total of 468 teaching evaluations and 231 module evaluations, and developed an online request system for teaching and module evaluations,

which was further enhanced during 2012. Peer evaluation of teaching was introduced in six faculties, with ten departments involved in piloting this process.

Professional academic staff development needs in the University have continued to escalate over the year. Within its limited staff capacity the Centre has responded well to the institutional challenges and set staff development up for future growth.

## **Centre for Psychological Services and Career Development (PsyCaD)**

With PsyCaD still maturing and the landscape of higher education continuously shifting, 2012 was a year of reflection and improvement. While PsyCaD's vision remains to be a centre of excellence for psychological and career services, its mission is to contribute to the academic project of UJ by providing the University of Johannesburg and the broader community with developmental, preventative and curative services, through psycho-social-cultural, academic, therapeutic and career development interventions.

Our motto of 'being there for you when it matters most,' together with our values of meaningful engagement with stakeholders and clients, driven by responsibility, accountability, relevance and ethical principles, guide PsyCaD in our endeavours to enhance the academic success of UJ students and staff. At the same time PsyCaD is an HPCSA-accredited internship organisation for the professional training and development of intern counselling psychologists, intern educational psychologists and intern psychometrists, all of whom complete internships with PsyCaD annually.

The integrated structure and holistic approach of PsyCaD is unique among institutions in higher education in South Africa, and allows us to provide equitable services to UJ students and staff on all four campuses. PsyCaD is structured in six teams: Psycho-Educational Services, Academic Services, Therapeutic Services, Career Services, Training Development Services and Shared Services, all of which continued to provide high-quality services. Separate reports from the Offices for People with Disabilities and Work-integrated Learning are appended.

PsyCaD also utilised 2012 to deepen relationships with faculties, support structures, student organisations and residences, and psycho-social and career services to PsyCaD partners were enhanced, expanded and deepened. As usual, PsyCaD participated in First-year Orientation and in the First-year Experience Programme. A new involvement was in the UJenius project for top undergraduate achievers. Finally, on occasions where the need arose, immediate trauma counselling was provided.

Of considerable significance during 2012, however, was a key change in PsyCaD's paradigm of work, implemented from the start of the year: a change from a curative and reactive paradigm, to a preventative, developmental and proactive paradigm. This necessitated some shifts in PsyCaD's strategic thrusts and a re-alignment of strategy to synchronise with UJ's Vision.

More specifically this involved a new focus on implementing preventative and developmental psycho-social interventions to enhance student and staff wellbeing and academic success, including the launch of a successful suicide awareness campaign. In this regard the 24-hour Crisis Line (which is manned by the PsyCaD intern psychologists, under supervision) also remained well utilised by both students and staff, including some students from our neighbouring institution.

Furthermore, the preventative paradigm makes it essential that all students are aware of the services available through PsyCaD, and the peer buddies again made a substantial contribution in marketing PsyCaD effectively on all campuses. In addition, in 2012 PsyCaD decided to enter the arena of social networking in order to reach more students and staff; this new approach required the development of new expertise in setting up Facebook and Twitter for PsyCaD and the development of a mobi site. This social approach to marketing is growing rapidly and proving effective regarding preventative, development and curative work.

Within the new paradigm considerable attention was also paid to improving access to career resources and career counselling for prospective students. A Career Services Enhancement Strategy was conceptualised and implemented incrementally during the year. This included the development of a UJ Career Guidance workbook

for grade 11 and 12 learners, to be included in the information packs sent out to schools for learners at the start of the year; enhanced website development, with additional information available online; a community-based intervention project in Soweto, whereby selected Grade 11 learners are trained as 'career advisers' for their schools (and including participation in the Adopt-A-School project); and good progress towards developing a virtual recruitment programme page and interactive recruitment guide.

While continuing to provide effective career services to relevant stakeholders, PsyCaD also provided a high quality Graduate Recruitment Programme by means of the Careers Portal, the Thusanani Project and career fairs. In doing so potential employers and UJ graduates were brought together.

Attention was also paid to ensuring equitable services on all four campuses: this included maintaining existing academic and psycho-social support, and at the same time expanding therapeutic services on all campuses, in terms of growing demand. The PsyCaD offices on the Soweto Campus were upgraded, to ensure comparable excellence of service.

PsyCaD strives to contribute to the optimisation of the functioning of the ADS Division by providing leadership and forming partnerships with her sister centres. During 2012, these relationships were deepened and expanded, and PsyCaD actively participated in the ADS Transformation Project and the growing ADS focus on community engagement.

The research culture of PsyCaD was further developed and a number of accredited journal articles, chapters in textbooks and national and international conference papers of high quality, were published. PsyCaD staff members were prominent in presenting at the Thirtieth International Congress of Psychology in Cape Town, contributing six papers, three posters and a symposium of four presentations.

As the higher education landscape of South Africa and the University of Johannesburg continues to shift and change, student and staff cohorts similarly experience changing psycho-social-cultural and career needs. In seeking pro-actively to meet the emerging needs of the UJ community, PsyCaD broadened and deepened its work on the basis of its new paradigm, to ensure that it continues to contribute constructively to the holistic success of students and staff.

## **Office: People with Disabilities**

The Office: People with Disabilities (O: PwD) operates under the Academic Services Unit within PsyCaD. The Office's ethos is underpinned by inclusive education principles, and therefore its core business is to provide the academic support required by students with disabilities. The Office therefore strives to provide the specialised technological, learning and psycho-social support required by these students. In doing so, we actively advocate for holistic support and equal opportunities for all students with disabilities (SwD) at UJ.

The core business of the Office for People with Disabilities is to facilitate and provide comprehensive academic support to students with disabilities. In collaboration with faculties and divisions, the Office strives to promote academic success, as well as student retention and throughput of students with disabilities by providing them with academic, technological and psycho-social support. By responding to the diverse needs of SwD, the Office aims to contribute to the University's strategic thrust of promoting transformative responsiveness by ensuring an accessible learning environment for all.

The Office serves as the central point where these students can disclose their disability status for the purposes of receiving the required support. This confidential process of disclosure allows for an assessment of the needs of the student. These needs can include academic, residential, examination, concessional and study material adaptation support. During this assessment and interview process, the student is also advised regarding resources available to them and general information pertaining specifically to SwD is provided.

The Office also provides career advice and information to registered as well as prospective students, makes referrals where necessary, and collaboratively advises and works with faculties and staff on issues pertaining to barrier-free access and disability-related issues. Often Office staff are asked to assist with psycho-social matters,

which can also include community and family interventions. In addition, the Office strives to raise the awareness of staff, UJ stakeholders as well as the student population regarding the needs and supportive assistance for people with disabilities.

During 2012 the Office supported 232 students with disabilities, an increase from the 194 students supported in 2011. The majority of these students are studying on the APK campus, but the Office seeks to have support available on all four campuses. Key activities during 2012 have included:

- Processing of evaluations and reports to faculties for concession requests by registered students. During 2012 a Concessions Committee was established, which draws on relevant expertise from faculty members, and which processes all requests received from students, to ensure appropriate responses and fair treatment. The Office either undertook the necessary screening assessments themselves, or referred students appropriately for such assessments.
- Providing and maintaining well-resourced computer lab venues across all sites, where specialised software allows access to study material. During 2012 a new facility in the APK library was refurbished, adapted and equipped with computers fitted with assistive technology and software. The computer lab facilities in the Office were also used during examinations by students who had received concessional support.
- Providing assistance in training and accessing learning aids and assistive technology to students, and orientating new students and staff who are visually and physically impaired to the campus environment.
- Promoting disability awareness and sensitivity on campus. Activities facilitated by the Office included disability-sensitivity workshops with library staff members at SWC, disability-sensitivity games, the WOEMA race during the annual Diversity Week, and 2012 Casual Day.

In addition, disability-specific support was made available for students with visual, physical, hearing, emotional/psychological and learning disabilities.

Further activities included an internal audit of strategies and facilities by Deloitte; a visit by the Deputy Minister for Women, Children and People with Disabilities, Hendrietta Bogopane-Zulu; presentations at the Gauteng Special Schools Career Exhibition, which was attended by over 450 learners with disabilities; and leadership in the environmental access audit for UJ, which was commissioned by the Committee: People with Disabilities and will continue in 2013.

Focus areas for 2013 have been identified, including alignment with disability Guidelines for HEIs, which the Department of Women, Children and People with Disabilities will shortly be publishing, and participation in community engagement projects, specifically with special schools.

The support of students with disabilities remains a specialised and complex task. In order to better respond to the complexities of this specialised support, it was decided towards the end of 2012 that the Office: People with Disabilities would formally become a separate unit within PsyCaD, and so would no longer operate under the Academic Services Unit. This will ensure a continuation in the high quality of services and optimal functioning of PwD-related activities at UJ, and also provide additional opportunities for focused support.

## **Office: Work-integrated Learning**

Work-integrated learning (WIL) continues to play an important role at UJ: 31 programmes have a formal WIL component, and in 2012 there were 3 735 students on a WIL placement, which was necessary for their qualifications to be completed and awarded. WIL at UJ (which is owned by the faculties within which these students are registered) is supported by the WIL Coordinator, an appointment located within PsyCaD, and by the WIL Forum, which draws together representatives from all faculties engaged in WIL for quarterly meetings.

Functions of the WIL Coordinator include: establishing and fostering of both internal and external partnerships for WIL placement (over and above those partnerships fostered by faculties), the development of guidelines to ensure that all aspects related to WIL are able to proceed smoothly, and reporting on WIL within UJ.

The role of the UJ WIL Forum is to provide a twice-yearly report (including statistics) on WIL at UJ, to maintain awareness of national (and international) developments that may impact on WIL, to capitalise on opportunities

to advance WIL at UJ and to develop additional capacity and quality awareness in WIL. During 2012 the WIL Forum held quarterly meetings, and presented reports to the UJ Senate Teaching and Learning Committee (STLC) on WIL-related matters in May and October. In addition the WIL Coordinator issued quarterly reports on national developments via the WIL Forum. Progress was made in quality matters: faculty and programme regulations now include formal rules regarding WIL and the UJ Best Practice Guide for WIL was finalised in 2012, incorporating aspects from the August 2011 Council on Higher Education (CHE) publication *Work-Integrated Learning: Good Practice Guide*. The guide specifically refers to additional forms of WIL, namely problem-based learning, work-directed theoretical learning and project-based learning, all under the new umbrella term of work-integrated education, and possibilities inherent in this will be considered in 2013.

The WIL website continued to serve as a useful information point. An important development during 2012 was the addition of fields on the Integrated Tertiary Software (ITS) system to allow for the capturing of student company placement details, thus enabling more complete WIL placement statistics. The strategy of a streamlined WIL management system with a standard approach (as far as possible) within faculties remains a point of focus.

Regular faculty WIL committee meetings were held in the Faculty of Management (with involvement from the Faculty of Humanities) and in the Faculty of Engineering and the Built Environment. These faculties have the most students involved in WIL in external companies. Departmental WIL Coordinators in the Faculty of Science met as required. These WIL meetings continue to be a quality and information-sharing mechanism.

A highlight in 2012 was the UJ WIL Showcase – a vignette of WIL in action at UJ with presentations by all faculties, and which was attended by the newly appointed DHET Chief Director: WIL Innovation and Partnerships, Mr Zukile Mvalo. In addition, UJ was represented by two presentations at the World Association of Cooperative Education Conference in Istanbul.

Priority areas in 2013 will include further partnerships for WIL development, potentially with some of the SETAs, and contribution to national skills development initiatives involving for instance, the Southern African Society for Cooperative Education and the Gauteng Regional Forum. In addition attention will be paid to implementation of the approved UJ Best Practice Guide in faculties.

## **CONCLUSION AND WAY FORWARD**

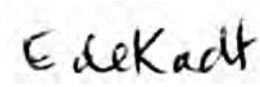
ADS has now been in existence for five years, and it is clear that the various initiatives established during this time are coming to fruition. In particular, the encompassing First-year Experience Project, which draws together much of the work of ADS, is having increasing impact both on student performance, but also on institutional understandings of the needs of our current students and of approaches to teaching and learning which are likely to be the most productive. At the same time, ADS cannot now stand still: there is need for constant reflection and, where needed, change – as evidenced by the transformation of CenTAL into CAT, with a comprehensively rethought approach to learning with technology. Similarly, the integration of the staff development function into the Academic Development Centre is likely to bring about reorientation, renewal and enhanced opportunities for progress in the coming year.

At the end of 2012 the ADS goals were reframed for the next three years (2013 to 2015). ADS will now seek to support the academic project at UJ by:

- developing and implementing an ADS framework that is aligned with the UJ teaching philosophy and facilitates integration within the Division and with faculties;
- foregrounding twenty-first century skills for UJ staff and students;
- implementing a centralised model of academic and educational development with increased collaboration with faculties, on the basis of expertise;
- providing professional development in support of the learning-to-be teaching philosophy, and the UJ Teaching and Learning Strategy;
- providing a foundation of psycho-social-cultural, academic and career services to support UJ students and staff;

- developing a community of practice to support an enhanced research ethos in ADS;
- running the Division effectively through consensus-building, so as to receive full and professional commitment from ADS staff;
- promoting national and international links.

It remains to be seen how these goals will be taken forward and modified further under new leadership.

A handwritten signature in black ink, reading "E deKadt". The signature is written in a cursive, slightly stylized font.

**Elizabeth De Kadt (Prof.)**

Executive Director: Academic Development and Support

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# LIBRARY AND INFORMATION CENTRE

## **OPERATING CONTEXT**

The UJ Library and Information Centre's core function is the provision of information, material and learning support to both students and academic staff. In order to fulfil this role the network of libraries on all four campuses is governed by a three-tiered management structure with input from two advisory committees, namely the Library Advisory Committee and the Archives Advisory Committee. The Unit focuses on two areas in order to fulfil its mandate:

- Client Services – this is the client-facing part of the Unit which interacts with the Library network's client base;
- Technical and Support Services – these services provide the support in order to ensure that Client Services are empowered to seamlessly deliver their services.

There are three levels of management in the Library to ensure full integration of the various components making up the Unit. These are:

- the Directors' Committee, which meets every two weeks;
- the Combined Management Team, which meets monthly;
- the Consultative Strategy Meeting, which is held quarterly.

In addition to the above, regular meetings with the Student Representative Council (SRC), Information and Communication Systems (ICS) and the Centre for Academic Technologies (CAT) were introduced to make sure that Library initiatives meet the needs of the students and are aligned to developments in both ICS and CAT.

## **RISKS AND MANAGEMENT OF RISKS**

During the year under review, much emphasis was placed on mitigating the risks identified over the last five years. The mitigating strategies were mostly successful; however some new risks have been flagged. The current risks for the Library are the following:

### **Risks related to space, overcrowding and maintenance of buildings**

The UJ libraries were not designed to serve 50 000 students. Thus various issues related to space cause risk factors in the Library.

#### ***Health and safety risk as a result of overcrowding***

A Disaster Management Plan was developed to mitigate this risk. The completion of the plan was followed by fire drills in three of the four campus libraries as well as the FADA Library. The fire drills were followed by a library walkabout with the Health and Safety Officer where several risks were identified. Approximately 23 overall risks



were identified. Three of the matters have been resolved but due to budget restrictions in 2012, six of these will only be addressed in 2013. Fourteen issues are still under investigation with the objective of achieving complete adherence to health and safety regulations in 2013.

### ***Insufficient toilets***

The number of people using the toilets daily results in problems to keep them functioning and to keep them clean. This is a definite health risk for everyone using the libraries. An increase in cleaning staff for 2013 has been negotiated with the UJ Operations Department.

### ***Maintenance of library buildings***

All the libraries experience problems with maintenance. These include water leakages resulting in falling ceilings, wet floors and stairs. Despite the efforts of the UJ Operations Department, the situation has not been resolved.

To mitigate the risk the Library submitted a strategic plan to the Executive Leadership Group (ELG) that included the renovation of the Auckland Park, Bunting Road and Doornfontein Campus libraries, and the extension of the Auckland Park Kingsway Campus Library. The plan was accepted by the ELG and the process of securing money for the project was set in motion. The University is prepared to make R50 million available if the Library is able to raise another R50 million. In addition, the University will make the Library an institutional priority for the next round of DoHET infrastructure grants.

## **Risks related to client satisfaction**

If library users are not satisfied with the services and facilities at their disposal, the Library runs the risk of becoming redundant. The risk is mitigated by giving constant attention to the development of the Library collections and specifically enlarging the collection of electronic information sources. However, the move to electronic information sources necessitates the provision of computers with which to access the information. The current student to PC ratio is inadequate. The situation was improved by rolling out wall-to-wall Wi-Fi in the libraries.

Client satisfaction is monitored by the bi-annual LibQual client satisfaction survey. The survey will once again take place in 2013.

## **Risks related to the procurement of Library information resources**

It is vitally important that the process of buying information sources should be legally compliant. Compliance problems were identified by the Deloitte audit in June 2010. The last of these compliance problems were resolved during 2012. Steps taken include the regular evaluation of all Library vendors and the implementation of a mini tender system for buying information sources.

## **Risk related to staff capacity**

Staff capacity risks can be divided into two categories, namely staffing levels and staff skills. With regards to staffing levels, the current situation is that there is no back-up staff in certain critical specialist areas. To mitigate the risk, the library structure needs to be reviewed and additional positions need to be created.

The staff skills risk stems from the fact that the pace of technology development is such that staff skills development cannot keep pace with it. Staff are not acquiring the skills needed to operate in the e-environment fast enough. To mitigate the risk, staff development will be a priority in 2013. A staff development academy will be created. The academy will focus on developing identified skills through a series of hands-on training sessions. Professional staff will be required to attend a minimum number of training sessions related to the utilisation of electronic information sources, to ensure that they keep pace with the latest developments.

## **STRATEGIC FOCUS**

The innovations introduced by the Library centred on improved electronic access and facilities. These included UJooble which allows patrons the ability to find integrated results from multiple sources with one query. It is modelled on Google, hence the name UJooble.

Another innovation is a streaming video service based on YouTube. It provides video access to lecture material, news feeds and sports events. It is possible that this is the first tertiary institution in the country to introduce such technology.

The UJLIC partnered with Prof. Alan Amory from CAT to set up a unique UJ Open Access Publishing System based on the Open Journal System which allows access to a platform for the creation of research journals.

The Library implemented a mobile website during 2012, thus making it possible for library clients to access the Library catalogue and some electronic databases through mobile devices.

To move the Library along its path of becoming an e-smart library, a contract was negotiated with the Core Group, an authorised Apple distributor in South Africa, to provide the Library with 15 iPads for a period of two years, free of charge. The iPads are available for students in the APK Campus Library.

The Library is committed to becoming an e-smart environment where students can access both print and electronic information sources without difficulty. To facilitate access to information and to support learning the Library embarked on a project to renovate and redesign its physical spaces in such a way that it makes provision for students who want to study quietly as well as for those who would benefit from engaging with one another in a more social space. All the campus libraries have identified spaces that will be transformed into a learning commons for undergraduate students and a research commons for postgraduate students. There is a commitment from UJ in principle for the upgrade and renovation with a starting promise of R50 million if the Library can secure R50 million. The Library portion may include an allocation from DoHET.

## PERFORMANCE

Apart from the increase in usage of the various libraries, two areas of importance need to be highlighted. The first of these is the Archives and Special Collections Unit, which moved onto new premises, funded by the National Department of Education and Training. Housed in the new premises is the prestigious Eugene Marais collection of manuscripts, to which was added the handwritten manuscript of his last play, entitled 'Nag', which was published in 1937.

The second significant project to note is UJ Reads, which brings prominent writers to the University to address students, providing a platform for lively discussion on the books selected for inclusion in this project.

## Snapshot of resources and activities

### Information resources

The library took the decision to focus on the development of electronic collections during 2012 because of the fact that such resources can be used simultaneously by multiple users, which improves access to information. The focus was specifically on acquiring e-books and the library now owns and provides access to a substantial number of these resources. The number of titles in the print collection came down by 9% as the result of a judicious de-selection process to remove books that are outdated and never used. Removing such works improves access to more useful books. A policy was implemented to move books that are not often used but that are still relevant to storage areas within the campus libraries. The trends in the development of the library collections are detailed in the table below.

**Table 19: Library collections**

| Item                               | 2011    | 2012    | Trend |   |
|------------------------------------|---------|---------|-------|---|
| <b>Book titles</b>                 | 564 919 | 519 658 | -9%   | ↓ |
| <b>Book volumes</b>                | 590 742 | 609 584 | +3%   | ↑ |
| <b>Print journal subscriptions</b> | 39 722  | 34 154  | -16%  | ↓ |
| <b>Licenced e-journals</b>         | 631     | 731     | +14%  | ↑ |

|                             |        |        |      |   |
|-----------------------------|--------|--------|------|---|
| <b>Access to e-journals</b> | 55 251 | 55 350 | +2%  | ↔ |
| <b>Licensed e-books</b>     | N/A    | 7 285  |      | ↑ |
| <b>Access to e-books</b>    | N/A    | 90 790 |      | ↑ |
| <b>E-databases</b>          | 139    | 157    | +11% | ↑ |

A drive was initiated to embed the information librarians into the teaching and learning process by encouraging engagement with the First-year Experience, populating Edulink with information resources and working with faculty on creating and presenting training modules on plagiarism.

### ***Institutional Repository (UJDigispace)***

The Library completed its first major digitisation project, funded by the Vice-Chancellor, during 2012. Two thousand five hundred theses and dissertations completed between 1998 and 2011 were digitised and uploaded into the institutional repository, UJDigispace. They were also made available on the South African theses and dissertations portal (<http://www.netd.ac.za>).

As a result of the project the number of UJ electronic theses and dissertations (ETDs) available online has risen to 5 927 and contributed to the improved web metrics ranking of UJDigispace. It moved from number 285 to number 237 in the world and to number five in Africa in the Ranking Web of Repositories, 2012.

**Table 20: Growth and use of UJDigispace**

| Items                                 | 2011    | 2012    | Trend |   |
|---------------------------------------|---------|---------|-------|---|
| <b>Theses and dissertations</b>       | 2 623   | 5 935   | +56%  | ↑ |
| <b>Institutional repository items</b> | 3 981   | 7 764   | +49%  | ↑ |
| <b>Number of visits</b>               | 64 041  | 125 651 | +49%  | ↑ |
| <b>Number of downloads</b>            | 372 299 | 614 896 | +39%  | ↑ |

### ***Use of the library services and facilities***

The Library as physical space still occupies a very important place in the academic life of students. It is their 'home away from home', where they can find a range of services and facilities to support their academic work. The UJ Library network consists of five libraries on four campuses. There are 3 018 study seats and 505 computers available for students. During 2012 R1 million was secured to replace the Library PCs with thin client computers to make central management of the computers possible.

The libraries were very well used during 2012. In fact, the number of visits to the Library for the first time exceeded three million. Another highlight is the increased use of the electronic databases and the Library web page. A mobile version of the Library web page was implemented. The use of the Library and the services offered is reflected in the table below.

**Table 21: Use of the Library**

| Items                              | 2011      | 2012      | Trend |   |
|------------------------------------|-----------|-----------|-------|---|
| <b>Gate count (library visits)</b> | 2 868 203 | 3 363 627 | +15%  | ↑ |
| <b>Books borrowed</b>              | 424 926   | 392 906   | -8%   | ↓ |
| <b>Inter library loans</b>         | 10 775    | 11 225    | +4%   | ↑ |
| <b>Inter campus loans</b>          | 1 570     | 1 808     | +13%  | ↑ |
| <b>Database searches</b>           | 2 695 707 | 4 572 825 | +41%  | ↑ |

|  |                            |                        |      |   |
|--|----------------------------|------------------------|------|---|
| <b>Catalogue searches</b>                                | 1 773 563                  | 1 374 523              | -29% | ↑ |
| <b>Web page<br/>Page views<br/>Visits</b>                | 1 744 981<br>Not available | 2 623 806<br>1 094 923 | +34% | ↑ |
| <b>Reference consultations</b>                           | 20 853                     | 28 328                 | +26% | ↑ |
| <b>Training<br/>Orientation<br/>Information Literacy</b> | 7 871                      | 10 796<br>12 412       | +27% | ↑ |

## Policy review

All the Library policies (30) have been reviewed and aligned to the new focus on the e-environment.

## RESOURCE MANAGEMENT

Resource Management is considered in the Report in three areas: Human Resources, Financial Resources and Infrastructure.

### Human Resources

The Library's human resource analysis shows a high level of stability. In addition to this, the Library's equity profile meets the targets set for 2012. Sixty-nine per cent of the permanent staff are from the designated groups. The staff composition is as follows:

- 61% African
- 5% coloured
- 3% Indian
- 29% white
- 2% foreigners

The Library structure was reviewed and restructuring took place to create a fit for purpose organisation that fundamentally embraces the e-environment.

Of considerable significance was the recognition of one of the library staff, Molefi Nyofane, who received the Vice-Chancellor's Award for service beyond the call of duty.

### Financial Resources

With regard to the financial analysis, details record that the budget was fully spent, including additional funds made available to the Library over and above the initial budget allocation.

### Infrastructure

Maintenance of the existing infrastructure is an important element in Resource Management, and to this end, apart from the major capital works undertaken to build the new Archives, renovations were carried out in the Auckland Park Kingsway Library building which facilitated improved management of the unit and facilities for staff. The main thrust was to achieve a clear division between the APK Campus Library and the central services sections such as administration, collection development and management.

## STAKEHOLDER ENGAGEMENT

The Library embarked on an event, outreach and cultural enrichment project by means of participation in UJ events such as Diversity Day and Mandela Day celebrations, extending the UJ Reads project to include book launches, organising the UJ Women's Day celebrations and celebrating successful library information technology projects by linking them to a World Information Society Day celebration. Of these, the Women's Day event was without doubt the highlight of the year for the Library and its staff. The focus was on celebrating the strengths

of women and their contribution to South African society by means of a discussion with a panel of highly respected women, namely Graça Machel, Brigalia Bam and Mary Robinson.

Apart from these celebrations, two significant initiatives are noted:

- The Funda UJabule School Library – for this initiative, the Library partnered with the Faculty of Education to provide a fully stocked library at the school.
- The Espresso Book Machine – this is the Library's digital-to-print facility which makes it possible to print hard copies of books from digital sources. Apart from the Library in Alexandria in Egypt, this is the only other such service in Africa.

## **CONCLUSION AND THE WAY FORWARD**

2012 was a turning point for the Library in its strategy to become an e-smart digital library which at the same time offers students well organised, colourful and stimulating spaces where real learning can take place. During 2013 the focus on improving the Library's physical facilities will continue. At the same time the services offered to clients will be relooked at, and adapted where necessary. Focus areas will include:

- training Library staff to be fully competent in managing the digital library and offering services that fully meet clients' needs;
- implementing a more structured programme of training to clients, including making training modules available online;
- offering a stimulating programme of events related to reading and studying and intellectual debate to enhance the Library's role of supporting teaching and learning;
- engaging with Library clients about their needs by running a client satisfaction survey;
- redesigning space in all the campus libraries to provide for both a learning commons and a research commons in each library;
- reviewing all processes to achieve and maintain compliance with UJ policies, rules and regulations.



**Rookaya Bawa (Dr)**

Executive Director: Library and Information Centre

# INTERNATIONALISATION

## OVERVIEW

Through internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional and continental transformation agendas, as well as position the University on the global higher education landscape.

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are fully integrated into UJ life, and the internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance. Internationalisation also involves the development of international partnerships and the implementation of international collaborations involving research, student and staff mobility, and leading toward the enrichment of the University's research and teaching, in pursuit of excellence in scholarship and enhancement of UJ's international profile.

The Division for Internationalisation was reconstituted towards the end of 2011 and enlarged to more seamlessly execute Internationalisation as a key strategic thrust of the University. Under the leadership of an Executive Director, the Division was structured to subsume units for the following:

- International Partnerships
- Study Abroad
- International Marketing and Recruitment
- International Student Welfare

## GOVERNANCE STRUCTURES

The cross-cutting nature of the portfolio for Internationalisation necessitates a close interface with the core business of the University, together with various support structures across the University. The Division is thus represented at the highest level at the Management Executive Committees: Academic (MECA) and Operations (MECO). The Executive Director also sits on the Transformation Committee, on the Management Enrolment Committee, and meets with a subcommittee of the Executive Leadership group monthly to discuss cross-cutting strategic imperatives. Furthermore, Internationalisation is represented on various University committees, including the Marketing Committee and the committee charged with preparing the annual Diversity Week. Regular meetings, led by the Director in the Division, were also held with:

- Heads of Faculty Administration
- Student Affairs
- Student Representative Bodies
- The Postgraduate Office
- International Admissions within the Registrar's Portfolio

Intra-division meetings are held monthly, while heads of unit meet with the Executive Director on a weekly basis. The Executive Director meets with the Registrar monthly, and also holds a reporting meeting with the Vice-Chancellor on a monthly basis.

## **RISKS AND MANAGEMENT OF RISKS**

Internationalisation presents both immense opportunity and huge risk, not least with respect to the international reputation of the University. To put UJ's best foot forward internationally, a PRESS culture has been instituted: a culture of student-first-service, responsiveness, engagement and pro-activity defines the work of the Division.

Charged as it is with growing international student numbers at UJ, one area of risk for the Division remains adequate recruitment and retention of fee-paying international students in the current global economic climate. An international recruitment strategy towards diversification of feeder countries, as well as a fees proposal geared at enhancing the University's competitive edge, came into effect in 2012.

Other areas for which the Division has put in place steps towards risk-preparedness entail student integration, as well as the international mobility of students and staff associated with the University's Study Abroad and International Linkages programme.

Risk management focused on the following:

- xenophobia on and off campus;
- student unrest;
- inadequate accommodation on campus for international students.

Mitigation focused on adequate prevention; response and recovery strategies, including adequate orientation of the students; keeping updated with risk-related activities and intervention when applicable; high visibility of the International Office; training; reporting of incidents; and counselling. The support services at the University (i.e. Healthcare, PsyCaD, Protection and Student Affairs) were utilised when applicable. Liaison with Home Affairs and the relevant embassies remain high priority.

## **STRATEGIC THRUSTS AND TARGETS**

The Division for Internationalisation is charged with ensuring and assuring a University of Johannesburg that is characterised by an international profile of students, staff, scholarly output and institutional reputation (Thrust 4). This will be achieved by ensuring:

- a well-resourced International Office will be operational by 2012;
- a Study Abroad Programme, servicing 400 students per annum by 2020, will be implemented;
- provision of Student Recruitment and Welfare will be made for a targeted 5 000 international students by 2020;
- increased partnerships with BRIC countries, other African countries, the US and Europe will be established.

## **PERFORMANCE**

Given that 2012 was the first year of full operation for the newly constituted Division, Internationalisation performed remarkably well, keeping to target, and in most instances, achieving beyond expectation. A full staff complement was in place on time, offices were secured and the Study Abroad Programme got off to a good start with mobility numbers reaching 132. Student recruitment and marketing was markedly bullish, targeting over eight countries on three continents, and a growth in student numbers from 2 351 in 2011 to 2 426 in 2012 was garnered. Provision of student-focused services was put in place, ensuring we were well on the way to setting up a one-stop-shop for student services by 2015. Partnerships continued to grow in 2012, particularly within the top 200 universities, and with African institutions. The Student Integration Programme also garnered strength in 2012. Orientation was successfully held for all new students and fellows throughout the year; the Buddy Programme was efficiently run and the International Students' Culture Festival was well attended and covered in both print and electronic media. In addition, the Student Home and Work Placement Programme was started, providing much needed support to students in need, and sowing much needed integration beyond the University campuses.

The following modes of communication were set up: newsletter, Facebook, newspaper column, cellphone messages and liaison with embassies.

## RESOURCE MANAGEMENT

### ***Human Resources***

At the beginning of 2012, with the finalisation of the recruitment of three new members of staff, and a reconfiguration of staff profiles, the Division attained its goal of a full staff complement consisting of the following:

- Executive Director: Internationalisation
- Executive Secretary
- Director: Study Abroad
- Senior Manager: Recruitment
- Study Abroad and Exchanges Coordinator
- Public Relations and Communications Officer
- Full Degree Student Services Officer

The equity profile reflects four black and two white staff members (n=6) consisting of one foreign national, five females and two males. To more adequately address efficiency of service provision by the Division, a further four student assistants were also engaged on a temporary basis.

### ***Financial Resources***

The Division has the goal of being a profit-making venture by 2020, generating revenue at the rate of R12 million per annum, with income realised from the international student levy, Study Abroad (short learning programmes, the Free Mover Programme, island programmes, cultural immersion and field programmes and exchange administration fees), and from supplementary income through special projects and on an 'in-kind' basis. In its inception year, the following levies were realised:

#### *International student levy*

|  |                    |
|--|--------------------|
| SADC and Africa: 2 289 students at R1 500 each                                 | R 3 433 500        |
| Outside Africa: 51 students (87 full-time minus 36 occasional) at R34 000 each | R 1 734 000        |
| Total payable full-time student levy (2 376 minus 36)                          | <b>R 5 167 500</b> |

#### *Study Abroad*

Conferences, short learning programmes, exchange administration fee of R670 662.77. Supplementary:

- Two UJ final-year BHP Billiton Engineering Scholarships for international students;
- Three SAVUSA full-time master's scholarships, each totalling R1 225 838 per year over two years;
- Three ALC/Kings College London Fellowships for UJ, each up to R75 000 for six months;
- ERASMUS consortium funding, with a full value of 1.5 million Euros over three years.

Free publicity received from print media had the following value:

- 14 September 2012 West Side Urban News R13 862, 40;
- 14 September 2012 West Side Urban News R 11 719, 20;
- 22 October 2012 (Mozambique newspaper);

The final figure for free publicity received in 2012 = R 25 581.60.

## INTERNATIONAL PROFILE

### **Staff**

With a target of 10% international permanent academic staff by 2020, UJ's international staff made up 3% of the total staff population in 2012, and 9% of academic staff.

### **Students**

Totalling 2 426 in 2012, international students accounted for 4.9% of the student population. A target of 10% is set to be attained by 2020.



## Research

The proportion of national to international research publications reached a significantly healthy 30:70, in keeping with the target in this area.

## Partnerships

Partnerships have continued to increase steadily. UJ enjoys a partnership association with some of the world's most successful institutions of higher learning. Of the 65 institutional partnerships currently active, 10 are with universities ranked in the top 200 worldwide. With over two thirds of UJ's partners being with Europe and North America, the 2012 focus was on strategic global networks and consortia, and on growing knowledge and partnerships with Africa. Significant results were realised in this arena.

## Strategic Networks

- UJ was invited into the acclaimed Universitas 21 network, as the first and only African university to join the network of mainly top 100 universities.
- UJ became a member of the International Student Exchange Programme (ISEP) and a member of the Council of Graduate Schools.
- UJ engaged two of China's C9 institutions (the equivalent of the Ivy League in the United States of America), and a partnership with the Harbin Institute of Technology (the MIT of China) is expected to start in 2013.
- UJ is to host the QS-Middle East and Africa Leaders in Education Conference (2013) and QS-World Class Seminar (2016), which will make it the first African University to partner with an Asian institution over QS events.

## The Africa Focus

### *On campus*

- Hosting of Southern Africa Regional Universities Association (SARUA);
- Hosting of the African Research and Innovation Council (ARIC) of the African Union;
- Hosting of Somaliland Minister;
- Celebration of Africa Day 2012;
- Launch of the International Leadership Platform, featuring thought leaders in Africa, addressing South Africa/Africa Relations and BRICS;
- African Ambassadors' Reception with the ELG;
- Hosting of a dual-language Short Learning Programme for Civil Service Employees from 22 different African countries.

### *Recruitment drives and Government engagements:*

UJ was introduced to audiences in Botswana, Mozambique, Nigeria, Swaziland and Tanzania. The governments of the following countries were engaged: Botswana, the Democratic Republic of Congo, Ethiopia, Gabon, Mozambique and Zimbabwe.

### *Vice-Chancellor-led executive visits to East and West Africa*

Institutions visited:

- African Academy of Science (Kenya)
- African Leadership Centre (ALC) (Kenya)
- Ardhi University (Tanzania)
- Ashesi University (Ghana)
- Cheikh Anta Diop University (Senegal)
- Council for the Development of Social Science Research in Africa (CODESRIA) (Senegal)
- International Criminal Tribunal for Rwanda (ICTR) (Tanzania)
- Kumasi Polytechnic (Ghana)

- Kwame Nkrumah National University of Science and Technology (Ghana)
- Makerere University (Uganda)
- United Nations' Institute for Development and Economic Planning (IDEP) (Senegal)
- University of Dar es Salaam (Tanzania)
- University of Ghana, Legon (Ghana)
- Winnebah University of Education (Ghana)

## **Notable achievements**

UJ is the first African university to visit the ICTR and to conclude an MoU with the institution and only the second African university that will be home to an IDEP master's programme. UJ is also among the first group of African universities to host Carnegie-ALC supported fellows from King's College London.

The following agreements were signed:

- African Leadership Centre and Makerere University
  - three Research Fellows from the ALC at UJ on a six-month fellowship;
  - discussions are ongoing regarding a proposed UJ-Makerere University joint PhD programme on Education Policy;
- International Criminal Tribunal for Rwanda (ICTR)
  - Documentation Centre at UJ for selected ICTR archives;
  - joint research, training programmes and short courses;
  - employees' exchange and student internships;
  - joint publications and facilitation of a joint conference;
- United Nations' Institute for Development And Economic Planning (IDEP)
  - Master's programme on Development Economics/Industrial Policy;
  - short learning programmes (Industrial Policy and Mining);
  - UJ-Makerere away offering of the IDEP-UNDP short course on Global Gender and Economic Policy Management;
  - IDEP-Harvard UJ-led Executive Leadership Consortium of African Universities;
- Kwame Nkrumah National University of Science and Technology
  - Faculty of Engineering;
  - Faculty of Science;
  - Student Mobility.

## **STAKEHOLDER ENGAGEMENT**

In 2012, over 30 visits and delegations were hosted at UJ. This marks an increase of at least one delegation per month over 2011, evidence to the fact that UJ is attracting enhanced global interest from:

- individual academics
- university delegations
- ambassadors
- government agencies

The visits resulted in some new agreements being signed, such as with Curtin University in Australia, while a number of existing partnership agreements were put into action.

Among the delegations and visitors hosted within the 2012 academic year were:

- University of Malaysia Perlis (UniMAP) (Malaysia)
- Appalachian State University (Maryland, USA)
- Korea University of Science and Technology (Korea)
- University of Dodoma (Tanzania)
- Education Section, Embassy of the P.R. of China in South Africa
- Edgehill University (United Kingdom)

- University of Tuebingen (Eberhard Karls) (Germany)
- The Ambassador, Embassy of the Republic of Iraq in Pretoria
- Texas A&M University (USA)
- Universidade de Pernambuco (Brazil)
- Howard University (Washington DC, USA)
- Sun Yat-sen University (Hong Kong)
- Sciences-Po (Paris, France)
- Curtin University (Australia)
- Lund University (Sweden)

## **CONCLUSION AND WAY FORWARD**

2012 marked a lift off for success for Internationalisation at UJ. 2013 thus holds exciting prospects across the different areas of international engagement for the University: entry into Universitas 21; the beginning of meaningful engagements with African institutions; a shift in focus to the East; and towards the strengthening of BRIC engagement, not least with China.

At home, the last phase in the consolidation of the Division into a one-stop-shop for international student services, encompassing International Admissions, is envisaged; together with the launching of an outbound study abroad programme for UJ students. Both initiatives are set to enhance the UJ student experience and to contribute positively to the engendering of UJ graduate value attributes.



**Pinkie Mekgwe (Dr)**

Executive Director: Internationalisation

# ACADEMIC ADMINISTRATION

The Director: Academic Administration reports to the Registrar. Each faculty has a Head of Faculty Administration reporting to the relevant Executive Dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration. The three annual external student data audits are submitted to DHET via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, Academic Structure, HEMIS Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling, Graduations and the International Compliance Office. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Faculty Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex. Refer to the Registrar's Portfolio report in Section 15 of this annual report.



**Marie Muller (Prof.)**

Registrar

# SENATE MEETINGS

## OVERVIEW

The Senate, which functions in accordance with sections 23 to 33 of the UJ Statute, had a membership of 227 in 2012. Attendance was excellent and all Senate meetings were quorate. Four meetings were held on:

- 19 March 2012
- 19 June 2012
- 17 September 2012
- 15 November 2012

The following Senate Committees were operational in 2012:

- Senate Executive Committee (Senex)
- Senate Academic Freedom Committee
- Senate Quality Committee (discontinued on 19 June 2012)
- Senate Higher Degrees Committee
- University Research Committee
- Senate Language Committee (discontinued on 19 March 2012)
- Senate Teaching and Learning Committee
- Faculty Boards

Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority as delegated to it by Senate. Senate approved the discontinuation of the following Committees:

- The Senate Language Committee, in order to mitigate the duplication of agenda matters and related discussions on language matters at the Institutional Forum and Transformation Steering Committee.
- The Senate Quality Committee, as there was no clear delineation of functions between this Committee and the Senate Teaching and Learning Committee. The functions of the Senate Quality Committee were incorporated in the Charter of the Senate Teaching and Learning Committee.

## MATTERS OF SIGNIFICANCE CONSIDERED, APPROVED AND NOTED

- The Vice-Chancellor's quarterly reports focusing on inter alia the following:
  - enrolment and registration statistics and related matters;
  - NRF applications that were not successful to host research chairs under the South African Research Chairs Initiative;
  - Doornfontein Campus consolidation;
  - expansion of lecture venues on APK and DFC;
  - UJ's Vision, Mission and Values;
  - the initiation of strategic initiatives for teaching, learning and research and internationalisation;

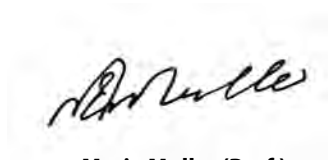
- progress made with the New Generation Scholars Project;
- UJ's 2011 research output exceeded the 2020 target;
- progress made with the Staff Qualification Programme;
- a new brand campaign that had been launched: "Be Clear – Be Anything You Want To Be";
- DHET's reporting requirements for universities was of concern as it would require a new phalanx of university staff, which would impact institutional autonomy and academic freedom;
- concern regarding the decreasing enrolment of white students in the age group 20 to 24;
- the Inauguration of the Chancellor, Prof. Ndebele;
- the improvement of 69% of the 2012 Institutional Cultural Survey Index;
- improvement made with the establishment of a critical mass of black academics at the University;
- the initiation of recruitment processes for the following executive vacancies:
  - > Executive Dean: Faculty of Science
  - > Executive Director: Academic Development and support (ADS)
  - > Executive Director: Human Resources
- Recommending to Council the following:
  - the appointment of Prof. N. Ndebele as Chancellor;
  - nomination of an Honorary Doctoral Degree;
  - Amendment to the Admission and Selection Policy;
  - Enrolment Plan 2013;
  - the conferral of an honorary doctoral degree to the following candidates:
    - > Prof. S. Kana;
    - > Mr S.E. Nxasana;
    - > Prof. J.D. van Wyk;
- Approving the following departmental name changes/relocations:
  - the name change of the Department of Linguistics and Literary Theory to the Department of Linguistics;
  - the name change of the Centre for Culture and Languages in Africa (CCLA) to the Centre for Anthropological Research (CfAR@UJ);
  - the relocation of the Department of Public Management and Governance in the Faculty of Humanities to the Faculty of Management;
  - the name change of CenTAL to the Centre for Academic Technologies (CAT);
- Approving the joint PhD Degree with Ghent University (Belgium);
- Approving the following formal subsidised academic programmes (to be submitted for external approval):
  - Master of Philosophy in Leadership Coaching, to be offered at APK;
  - Diploma in Grade R Teaching, to be offered at SWC;
  - Extended National Diploma in Electrical Engineering, to be offered at DFC;
  - Extended National Diploma in Operations Management, to be offered at DFC;
  - Extended National Diploma in Civil Engineering, to be offered at DFC;
  - Bachelor of Education in Senior Phase and FET Teaching, to be offered at APK;
  - Advanced Diploma in Diagnostic Ultrasound (Obstetrics and Gynaecology), to be offered at DFC;
  - MA Design, to be offered at APB;
  - BEd Hons (Educational Psychology), to be offered at SWC;
  - Diploma in Emergency Care Technology, to be offered at DFC;
  - Doctor of Philosophy in Information Technology Management, to be offered at APB;
- Approving the transfer of the following postgraduate qualifications from the Faculty of Science to the Faculty of Humanities:
  - HBS023 BSc Honours in Psychology
  - MPH209 MPhil in Psychology (Dissertation)
  - MSC035 MSc in Psychology (Dissertation)
  - MSC057 MSc in Clinical Psychology (Coursework)
  - PHD011 PhD in Psychology

- Approving the transfer of the postgraduate qualification, HBS019 (BSc Honours in Sport Science), from the Faculty of Science to the Faculty of Health Sciences;
- Approving the transfer of the following postgraduate qualifications from the Faculty of Humanities to the Faculty of Science:
  - HBA092 BA Honours in Energy Studies
  - HBA015 BA Honours in Geography
  - HBA019 BA Honours in Informatics
  - HBA033 BA Honours in Computer Science
  - HBA040 BA Honours in Mathematics
  - MA0044 MA in Geography (Coursework)
  - MA0045 MA in Geography (Dissertation)
  - MA0088 MA in Computer Science (Coursework)
  - MA0089 MA in Computer Science (Dissertation)
  - MA0115 MA in Mathematics (Coursework)
  - MA0116 MA in Mathematics (Dissertation)
  - MA0168 MA in Environmental Management (Coursework)
  - DLE016 DLitt et Phil in Geography
  - DLE030 DLitt et Phil in Computer Science
  - DLE037 DLitt et Phil in Mathematics
- Approving the transfer of the following postgraduate qualifications from the Faculty of Management to the Faculty of Science:
  - HCO006 BCom Honours in Energy Studies
  - HCO007 BCom Honours in Informatics
  - HCO013 BCom Honours in Computer Science
  - HCO024 BCom Honours in Environmental Management
  - MCO017 MCom in Energy Studies (Coursework)
  - MCO018 MCom in Energy Studies (Dissertation)
  - MCO020 MCom in Informatics (Coursework)
  - MCO021 MCom in Informatics (Dissertation)
  - MCO038 MCom in Computer Science (Coursework)
  - MCO039 MCom in Computer Science (Dissertation)
  - MCO054 MCom in Environmental Management (Dissertation)
  - MCO060 MCom in Geography and Environmental Studies (Coursework)
  - MPH305 MPhil in Energy Studies
  - DCO006 DCom in Energy Studies
  - DCO007 DCom in Informatics
  - DCO010 DCom in Computer Science
  - DPH301 DPhil in Energy Studies
- Approving the discontinuation of modules: German, Arabic and Hebrew;
- Supporting the offering of teacher education and training by the University of Johannesburg at Siyabuswa (former Ndebele Teachers Education College), Foundation Phase;
- Approving the Senate Discretionary Conditional Admission for Diploma Students who do not comply with the legal admission criteria;
- Approving the move of the site of delivery for the foundation/first year of the Extended National Diploma Programmes for Logistics and Transportation Management from DFC to APB in the Faculty of Management;
- Approving the move of the site of delivery for the Extended BCom General Programmes from SWC to APK in the Faculty of Management;
- Approving amendments to the Academic Regulations for 2013;
- Supporting the amendments to the Sabbatical Leave Conditions of Service;

- Supporting the revised Academic Categories;
- Approving the revised approach to promotions for academic staff;
- Approving UJ's Strategy on English Language Development at Undergraduate Level;
- Approving the Inaugural Academic Freedom Lecture at UJ to be delivered by Prof. N.S. Ndebele;
- Approving, via the Senate's VC's Circular, the offering of 22 new non-subsidised programmes;
- Approving, via the Senate's VC's Circular, Senate Discretionary Admissions;
- Approving, via the Senate's VC's Circular, the following Senate Discretionary route for students in the Faculty of Economic and Financial Sciences who do not have diploma endorsement:
  - that students be given an additional assignment in order to reach the threshold of units;
  - that the rule stating that the student has to pass all his/her subjects for the first year for continuation be applied;
- Approving, via the Senate's VC's Circular, the application for minimum class attendance of 80% requirement for Postgraduate Programmes in the Department of Economics and Econometrics;
- Approving, via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/rules/regulations;
- Approving, via the Senate's VC's Circular, a Zero-Based Timetable as contained in the Report on Lecturing Timetable Challenges;
- Approving, via the Senate's VC's Circular, to grant Bachelor's Degree Status: Progression to Honours for Student A.F. Kouame (201022905) in the Faculty of Economic and Financial Sciences;
- Approving, via the Senate's VC's Circular, the amendment to the Senate Honorary Degrees Committee Charter;
- Approving, via the Senate's VC's Circular, the extension of the Curricula submissions for 2013 for the continuation of existing programmes for the cycle 2013 in the Faculty of Management, with minor amendments aligned with the following mainstream modules:
  - Extended NDip Human Resources Management
  - Extended NDip Logistics
  - Extended NDip Management
  - Extended NDip Small Business Management
  - Extended NDip Transportation Management
- Approving, via the Senate's VC's Circular, the amendment to the Policy on the Timetable Construction;
- Approving, via the Senate's VC's Circular, the amendment to the Charter of the Senate Teaching and Learning Committee;
- Approving, via the Senate's VC's Circular, that short learning programmes at NQF Level 4 be submitted to the Faculty Board for final approval and not to the Senate Executive Committee;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Undergraduate, Honours and Coursework Master's Assessment Policy;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Moderation Policy;
- Approving, via the Senate's VC's Circular, the amendment to the Faculty of Economic and Financial Sciences' Application and Promotion Policy;
- Noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- Noting that UJ's accredited research output increased by units up 87% since 2005;
- Noting UJ's Investigation into the Incident during the Management of Late Applications and Walk-ins 2012;
- Noting the National Research Foundation Chairs' Initiative;
- Noting the 2011 Student Disciplinary Cases;
- Noting the Reports of the Senate Committees;
- Noting the Survey on Labour Force Absorption Rate of Graduates;
- Noting the Institutional Scorecard 2011 and 2012;



- Noting the Strategic Thrusts (2011 to 2020);
- Noting the 2013 Lecturing Timetables: Venue Allocation Compliance and Risks;
- Noting the Scope and Nature of Faculty Reviews;
- Noting the progress on the National Information and Application System;
- Noting the special concession categories NSC September 2012;
- Noting the Cultural Survey 2012;
- Noting the Siyabuswa Reports;
- Noting the Strategy for the Management of Late Applications and Mitigation of Walk-ins for 2013;
- Conducting an electronic Senate Performance Review for 2012;



**Marie Muller (Prof.)**

Registrar



**Angina Parekh (Prof.)**

Deputy Vice-Chancellor: Academic



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal



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# SENATE REPORT TO COUNCIL: RESEARCH AND POSTGRADUATE STUDIES

## OVERVIEW

Sustained excellence in research and postgraduate studies forms one of the core business strategic thrusts. The nine faculties are the key drivers of this strategic thrust. The Research and Postgraduate Studies Division provides strategic and operational support for research and postgraduate studies at UJ. All information pertinent to research activities and support functions is disseminated through the website [www.uj.ac.za/research](http://www.uj.ac.za/research). The functional activities of the Division are measured through key performance indicators with goals and targets defined annually in the Institutional Scorecard. For the 2012 academic year, the key performance indicators are:

- DHET-accredited research output;
- Proportion of international to national research publications;
- Number of NRF-rated researchers;
- Number of postgraduate student enrolments.

2012 continued to be a highly successful year for the Division as reflected by substantial increases in each of the key indicators. One significant highlight is that UJ now ranks among the top six residential universities in terms of DHET-accredited research publications. The University attained 774.83 units for accredited research output, which far exceeded the target of 615 units. According to data from *Scopus*, UJ contributes 4.5% of the national research output. As measured by the number of *Web of Science* documents, the top five strong research areas at UJ are geoscience, chemistry, physics, plant and animal science and social science. A total of 66% of journal articles were published in Information Sciences Institute (ISI) and International Bibliography of the Social Sciences (IBSS) publications against a target of 64%. The number of NRF-rated researchers peaked at 115 as of 12 December 2012. The improvements in dissemination of funding information, facilitating application processes and carefully managing and increasing the funds available, have enabled escalating numbers of postgraduate students to receive funding towards their studies. As a result, 5 555 postgraduate students (honours, master's and doctoral) were enrolled against a target of 5 656 enrolments.

## RESEARCH STRATEGY AND RESEARCH POLICIES

The following policies and strategies are used for the governing of research and postgraduate studies at the University:

- UJ Academic Regulations (sections related to postgraduate research)
- UJ Research Strategy
- Research Policy

- Student-Supervisor Policy
- Guidelines for Authorship
- Policy on the Classification of UJ Research Structures
- Policy on Postgraduate Studies

## **GOVERNANCE**

The Executive Director: Research and Postgraduate Studies is responsible for the Research and Postgraduate Studies Division and reports to the Deputy Vice-Chancellor: Research, Postgraduate Studies and Library. The administrative framework of the Division is anchored in five well-defined functional activities: research administration, research management, postgraduate support (Postgraduate Centre), intellectual property management and statistical analysis (Statkon). The Research Information Management System (RIMS) is also highlighted as a governance function, as well as the Technology Transfer Office (TTO).

### **Research administration and management: statutory structures**

The following statutory governance structures are relevant:

- Senate (chaired by the Vice-Chancellor and Principal);
- Senate Committees (chaired by the Deputy Vice-Chancellor: Research, Postgraduate Studies and Library);
- University Research Committee (URC);
- Senate Higher Degrees Committee (SHDC);
- faculty boards (chaired by the relevant executive dean);
- faculty research structures (structured by the executive dean concerned or senior professor(s) appointed by the relevant executive dean); and
- Academic Administration: this is governed by both the faculty and the Registrar at central academic administration divisions.

### **Research Information Management System (RIMS)**

RIMS seeks to provide a web-based electronic research administration (eRA) portal to all publicly funded research institutions to support their research administration processes, and to establish a Business Intelligence (BI) platform to facilitate the extraction and analysis of research data. Consortium members and the Department of Science and Technology (DST) utilise this data to inform strategic research-related funding and decision making, at both an institutional level, as well as nationally. The NRF hosts the Business Intelligence platform, as well as the hardware and InfoEd software that together comprise the RIMS. RIMS embraces a variety of technologies, including the intranet and internet platforms, social media, in-house and proprietary databases and analysis systems. In terms of sustainability, the DST has committed an additional allocation of R9.25 million in the latter part of 2012 for the RIMS project.

RIMS helps to manage, administer, support and enhance research at UJ. The most widely deployed RIMS module at UJ remains the Research Output Module. UJ has doubled its research output in less than five years, and with double-digit growth continuing, this trend shows no sign of abating. Over 1 200 unique research output records were captured in Research Output Module during 2012. Managing huge volumes of research output across multiple geographically distributed faculties without a dedicated electronic research management system is no longer possible, and 2012 saw the completion of the rollout and wide-spread adoption of the Research Output Module to all nine faculties. Twenty-nine additional users received group and one-on-one training, bringing the number of active Research Output Module user accounts to over 40. Trained staff in each faculty now capture and submit their faculty's outputs to the Research Office, in preparation for submission to the DHET. For the first time, research outputs produced in 2012 will be reported to the DHET directly via RIMS in 2013, with the DHET having indicated that RIMS-based submissions are now the preferred way of receiving research outputs from institutions.

During 2012, UJ further extended its reputation as being a leader in research output reporting and data analysis by introducing management reports which include detailed DHET subsidy unit analysis not only per faculty, but

also per department, research centre (where available), by individual researcher, as well as various demographic reports, including breakdowns of units attributable to race and gender at both departmental and institutional levels. The Research Office believes this level of management reporting sets UJ apart from other institutions, and provides invaluable insight when assessing the effectiveness of various research initiatives, incentives and interventions, and will ultimately help inform UJ's research strategy.

The Proposal Tracking Module has been configured to include internal funding sources as well as national and international sponsors. UJ was involved in co-piloting the testing and sign-off of the Award Tracking and Financial Tracking modules, which, once the consortium completes the Financial Staging Area, will allow detailed financial tracking and reporting on active researcher's accounts and research projects.

During 2012, the RIMS electronic funding database, Sponsored Programme Information Network (SPIN), received a major upgrade, primarily to the user interface. Searching for funding among over 40 000 local and international funding opportunities is now almost as easy as conducting a Google search. SPIN is available on all campuses without the need for a dedicated RIMS login. Several training workshops were held, and support and additional training is rendered on request.

UJ participated in the sign-off of the suite of RIMS Technology Transfer Modules, which facilitate the collection, management and reporting of technology disclosures, cases and protection filings. At the end of 2012, the Research Office hosted a three-day workshop with the NRF and staff from UJ Commercialisation and the TTO. The TTO's business processes, forms, documentation and workflow were reviewed, and the Disclosures and Cases modules were configured accordingly with assistance from the NRF. Numerous rounds of testing were conducted, with the TTO giving the go-ahead to proceed with the live implementation of the Disclosures and Cases modules early in 2013, to be followed by the Protection Filing Module later during the year.

Again UJ remained an active member of the national RIMS Test Team during 2012, which, under the auspices of the NRF, is responsible for ensuring that the national implementation of RIMS meets the reporting requirements of individual higher education institutions, the NRF, the DHET and the DST.

UJ was among the first few institutions to utilise social media as a tool to communicate the latest funding opportunities, bursaries, scholarships, workshops, seminars, research successes and highlights to an engaged and dedicated audience. Launched in 2011, the Research@UJ Facebook page saw the number of users grow from several hundred to close on one thousand during 2012, with no signs of the growth slowing. The Facebook page has proven extremely popular among technology-savvy postgraduate students, as well as students considering studying or furthering their studies at UJ. Online polls continue to indicate that this is the preferred method of receiving research-related information among these target groups, and RID looks forward to maintaining its leadership status in this field and expanding and improving its social media presence during 2013.

UJ conducted a successful programme to register its NRF-rated researchers and other researchers on Google Scholar. Google Scholar is a freely accessible, widely consulted web search engine that indexes the full text of scholarly literature across an array of publishing formats and disciplines. The index includes most peer-reviewed online journals of Europe and America's largest scholarly publishers, plus scholarly books and other non-peer-reviewed journals. By the end of 2012, UJ was among the top three South African universities in terms of its Google Scholar presence.

## **Intellectual property**

The University's intellectual property (IP) is protected through the conditions of employment contract with employees and student contracts, and confidentiality agreements with external parties. These agreements establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any research and dealings with the University. The University has an Office of Technology Transfer with the responsibility of encouraging the creation, development and transfer of technology. In the past academic year, there has been a significant increase in the number of invention disclosures and four provisional patents were filed.

## RISKS AND RISK MANAGEMENT STRATEGY

The risk profile associated with research and innovation, covering a broad spectrum of issues with different levels of risk factors, is fully described in the Institutional Risk Register. The high risk areas in 2012 are:

- limited national industrial research funding opportunities;
- inadequate international recognition of the University;
- sacrificing quality of research over quantity of research output (stature, depth and quality of research);
- postgraduate student supervisory capacity;
- postgraduate student enrolment figures;
- postgraduate student throughput.

All the mitigation strategies are reflected in the Institutional Risk Register and the Institutional Improvement Plan and are regularly reviewed and updated. In addition, the Research Policy and Strategy also serves as an intervention strategy to mitigate the risks.

Research stature is usually defined by the quality and impact of research. UJ devotes a lot of attention to research stature by encouraging research publications in international journals. To measure and monitor the quality of research publications, the Institutional Scorecard indicators for research now include monitoring the number of Scopus and Web of Science documents published by UJ researchers, as well as the number of institutional citations.

In order to enhance its international research stature, the University will, over the next three years, be investing R30 million in the three strongest strategic research areas: chemistry of functionalised materials for medical and industrial applications, physics of materials under extreme conditions and telecommunications. The Research Strategic Fund is meant to enhance the research focus areas and mobilise the existing expertise. It is envisaged that in a few years' time, these niche areas will command outstanding national and international research reputation, and will be financially sustainable through self-funding by grants, donations and endowments, while creating a critical mass of postgraduate students and researchers.

## RESEARCH PERFORMANCE

### *Accredited research output*

There has been a general steady increase in accredited research publications since 2005. The total research output of the University, as accredited by the DHET, grew by 30% from 610.90 units in 2010 to 774.83 units in 2011. As a result, the University now ranks among the top six residential universities in terms of accredited research outputs, contributing 6.3% of national research outputs. Not only was there an increase in the units awarded, but the University also achieved a high submission success rate (96%), having submitted 806.27 units. From 2010 to 2011 journal output increased by 24% (122.24 units), book and book chapter output was tripled (53.27 units), and conference proceedings increased by 20% (14.43 units).

**Table 22: Accredited research output units from 2005 to 2012**

| Year | Books/Chapters | Proceedings | Journals | Total  |
|------|----------------|-------------|----------|--------|
| 2005 | 11.55          | 13.64       | 300.80   | 325.99 |
| 2006 | 9.80           | 15.99       | 360.77   | 386.56 |
| 2007 | 4.12           | 15.97       | 330.64   | 352.12 |
| 2008 | 6.38           | 27.65       | 354.99   | 389.02 |
| 2009 | 12.13          | 42.05       | 412.64   | 466.82 |
| 2010 | 22.61          | 72.54       | 515.75   | 610.90 |
| 2011 | 75.88          | 86.97       | 637.99   | 774.83 |

### **Proportion of international to national research publications**

In an endeavour to increase the research stature and impact of its research output, the University promotes research publications in international journals. There has been a significant shift in the number of publications from national to international peer-reviewed journals. In 2011, the percentage of international to national research publications was 66% to 34%.

### **Active researchers**

Generally, staff with master's or doctoral qualifications drive research in an institution. At UJ, there are consistent efforts to encourage staff to obtain master's or doctoral qualifications in order to enhance the quality of teaching and increase the pool of active researchers. Active researchers are defined as those who are involved in publishing accredited research outputs. Based on the accredited research publications submitted for 2011, there are over 600 active researchers at UJ compared to 550 in the previous year. More staff are publishing, and given the lucrative institutional incentives for publishing, there has been a satisfying increase in the number of active researchers. The University has clear policies for incentivising publications in accredited journals.

A substantial number of UJ researchers are recognised both nationally and internationally, some are active in or have become affiliated to various professional bodies and some have been recognised by distinguished awards.

### **Number of NRF-rated researchers**

The NRF operates a researcher evaluation and rating system to promote research excellence and grow the country's research capacity. South African universities have used the number of rated researchers affiliated to the institution as a measure of the institution's capability to conduct quality research as well as to position themselves as research-intensive institutions. The ratings are based on the quality and impact of recent research outputs over an eight-year period. The rating process takes place through a set of specialist panels (national and international reviewers) according to a hierarchical system.

UJ has a strategy for identifying new potential applicants for rating and helping researchers to move from a lower rating to a higher one which is yielding good results, as the University had 115 rated researchers in 2012, up from 99 at the end of the previous year. The increase in the number of rated researchers was mainly attributed to new ratings rather than to new staff joining the University. Also of significance is the gain in the number of C-rated researchers and Y-rated researchers.

**Table 23: Number of NRF-rated researchers**

| Rating Category |   |    |    |   |    |   |       |
|-----------------|---|----|----|---|----|---|-------|
| YEAR            | A | B  | C  | P | Y  | L | TOTAL |
| 2004            | 2 | 10 | 39 | 1 | 8  |   | 60    |
| 2005            | 2 | 11 | 38 |   | 11 | 1 | 63    |
| 2006            | 2 | 11 | 44 |   | 7  | 2 | 66    |
| 2007            | 2 | 14 | 43 |   | 5  | 4 | 68    |
| 2008            | 2 | 16 | 43 |   | 7  | 2 | 70    |
| 2009            | 4 | 16 | 42 | 1 | 7  | 2 | 72    |
| 2010            | 5 | 20 | 52 | 1 | 10 | 2 | 90    |
| 2011            | 5 | 21 | 57 | 1 | 14 | 1 | 99    |
| 2012            | 5 | 24 | 66 | 1 | 19 | 0 | 115   |

### **The South African Research Chair Initiative (SARChI)**

SARChI aims to strengthen scientific leadership and research capacity in South African universities. The programme supports world-class scholars who are the focus of advanced research and training the next

generation of research leaders in their fields. UJ has seven research chairs in:

- Education and Care in Childhood (Faculty of Education)
- African Diplomacy and Foreign Policy (Faculty of Humanities)
- Social Change (Faculty of Humanities)
- International Law (Faculty of Law)
- Geometallurgy (Faculty of Science)
- Indigenous Plant Use (Faculty of Science)
- Nanotechnology for Water (Faculty of Science)

## **RESEARCH PROFILE**

Enhancing UJ's research profile is a continuous process involving the sustainability of the human and material resources available, the research management systems put in place and the enabling research environment.

### **Research Centres**

There are 19 research centres in total, some existing within the faculties and others as stand-alone entities. The research centres include:

- The Centre for Visual Identities in Art and Design (VIAD), which is part of the Faculty of Art, Design and Architecture and spans all faculty departments;
- The Centre for Education Practice Research (CEPR) in the Faculty of Education, which houses 11 research projects and focuses on investigating education practice;
- The Centre for Education Rights and Transformation, which is part of the Faculty of Education;
- The Centre for Culture and Languages in Africa (CCLA) in the Faculty of Humanities, which conducts and produces research on the broad theme of Culture, Tradition and Modernity in Contemporary South Africa;
- The Centre of Social Development in Africa (CSDA) in the Faculty of Humanities, which is dedicated to basic, applied and strategic research in social development and developmental welfare;
- The Centre for Sociological Research (CSR), also located in the Faculty of Humanities, which is conducting extensive research in order to explain social inequality and political conflict;
- The Laser Research Group in the Faculty of Health Sciences which is involved in the field of phototherapy;
- The Water and Health Research Centre, also in the Faculty of Health Sciences, which deals with the relationship between water and human health;
- The Institute of Transport and Logistics Studies (ITLS) in Africa, or ITLS (Africa) in the Faculty of Management, which was established in response to a strong need for formal, independent, unbiased and relevant research in the fields of transport, logistics and supply chain management;
- The Centre for Catalysis Research in the Faculty of Science, which investigates catalysts with improved performance characteristics as measured against selected benchmark systems;
- The Paleoproterozoic Mineralisation (PPM) Research Group in the Faculty of Science, which is internationally recognised as a leading force in the study of Precambrian paleoenvironmental evolution and associated ore-forming processes;
- The Sustainable Energy Technology Testing and Research Centre (SeTAR), which is in the Faculty of Science;
- Aquatic Ecotoxicology, which is in the Faculty of Science;
- Nanomaterials Sciences, which is in the Faculty of Science;
- The Centre for Plant DNA Barcoding, which is in the Faculty of Science;
- The Industrial Electronics Technology Research Group, which is in the Faculty of Engineering and the Built Environment;
- Telecommunications, which is in the Faculty of Engineering and the Built Environment;
- The Stream Processing Research Group, which is in the Faculty of Engineering and the Built Environment;
- Mineral Processing and Technology, which is in the Faculty of Engineering and the Built Environment;
- Advanced Composite Materials, which is in the Faculty of Engineering and the Built Environment;
- The Photonics Research Group, which is in the Faculty of Engineering and the Built Environment;



- The South African Institute for Advanced Constitutional, Public and Human Rights (SAIFAC), which is in the Faculty of Law.

Some centres are funded jointly by the University Research Committee and the relevant faculty, while the Centre for Transport and Supply Chain Management is currently the only self-sustaining centre. Over a period of time, the centres are expected to reduce dependency on university funding and focus on attracting external funding.

The centres are funded on a three-year cycle with a total budget of R14 million per annum. A review process for all the centres is planned for February and March 2013. As agreed upon with the faculties, the review process will be conducted on the basis of the five key performance indicators (KPIs) below, in order to determine the sustainability of the centre:

- accredited research outputs generated;
- human capacity development in research;
- master's and doctoral students enrolled and graduating;
- public profile developed (nationally or internationally);
- external research funds generated.

### **Postgraduate Centre (PGC)**

The PGC aims to deliver on the following key strategic postgraduate areas: student enrolments, throughput and creating an enabling postgraduate studies environment. In 2012, the PGC undertook a benchmarking exercise on the best practices regarding postgraduate studies. The outcome of the exercise was that an expanded vision for the PGC was accepted by management which resulted in the incorporation of the Centre for Professional Academic Staff Development into the PGC, now with a complement of 12 staff members.

A steady and positive improvement in postgraduate enrolments and graduations has been noted from 2010, with 2012 enrolments at 6 616 students. Particularly pleasing has been the increase in doctoral (12%) and master's (13%) enrolments. A significant increase in postgraduate student enrolments and graduation patterns should be evident in 2013 and 2014.

### ***Training and Development***

2012 continued to be an exciting year for the Training and Development section of the PGC, which organised a wide range of events, including training and support workshops, seminars and symposia for both staff and postgraduate students. Twenty-five workshops, which focused on research methodologies, including research design and analysis, supervision and writing for publication, were held with about 350 participants in total. In collaboration with the Trans-regional Centre for Democratic Studies based at the New School of Social Science in New York, the PGC welcomed around forty university students from around the world for the Democracy and Diversity Summer Institute. This was an intensive three-week study programme focused on society, culture and politics.

The PGC, in collaboration with the Southern African Regional Universities Association (SARUA), hosted a leadership dialogue conference where university leaders discussed the challenges of growing the academy in the region. Santrust continued its partnership with UJ and supported two cohorts through their seven-week programme aimed at helping members of staff to complete their PhD proposals. So far 50 members of staff have been through this programme, with a further 50 participating in 2013 and 2014. The aim is to increase the number of members of staff with doctoral qualifications, with a target of 53% of academic members of staff to have doctoral qualifications by 2015.

A postgraduate symposium provided postgraduate students with the opportunity to showcase their work and get critical feedback from their peers. At the event, students demonstrated their leadership skills by establishing a Postgraduate Student Association, which aims to create an academic and social postgraduate student community to provide students with opportunities to network with researchers and industry. Supervisor training received dedicated attention as an urgent institutional priority and various training activities took place. Prof. Shireen Motala, the PGC Director, participated in three international education workshops in Brazil, Sweden and Germany.

## **Funding Support**

In 2012 the total postgraduate funding disbursed at the University was R69 million. Of this, R 37.6 million was administered by the PGC with the main sources being the NRF and the University Research Company (URC). The NRF bursaries provided to students were in the categories of freestanding, grant-holder-linked and block grant awards and supported 450 students to the total of R18 million. The total disbursement for the URC scholarships was R19.6 million which provided support to over 1 030 students. One of the URC scholarship programmes, the innovative Special Honours' Programme (R8.3 million), which was specifically earmarked to facilitate honours enrolments in four faculties, supported 331 students. The URC funding towards postdoctoral research fellowships (PDRF) was R6.6 million, which supported just over 100 PDRFs. The balance of the PDRF scholarships is provided by funds from the NRF and the faculties.

By the end of 2012, the number of Next Generation Scholarship holders who completed their degrees was 32 master's students and eight doctoral students. A total of eight graduates have already been employed by faculties as originally agreed. In addition, the PGC administered the selection process of five students for the prestigious Mandela-Rhodes Foundation (MRF). The total number of MRF scholarships for 2013 has increased to five with the two previous awardees entering their second year of their master's studies and two students transferring to UJ. The PGC was also responsible for driving the proposal to increase the value of the supervisor-linked bursaries, which is the main student bursary provided by the NRF to master's and doctoral students. As a result, the supervisor-linked bursaries for 2013 will increase by 20% with subsequent increases over the next three years.

The successes of the Postgraduate Funding Section were acknowledged by the University by granting Nandarani Maistry, Head: Postgraduate Funding Section the Vice-Chancellor's Award for Service Beyond the Call of Duty for members of staff in the non-academic environment.

## **Statkon**

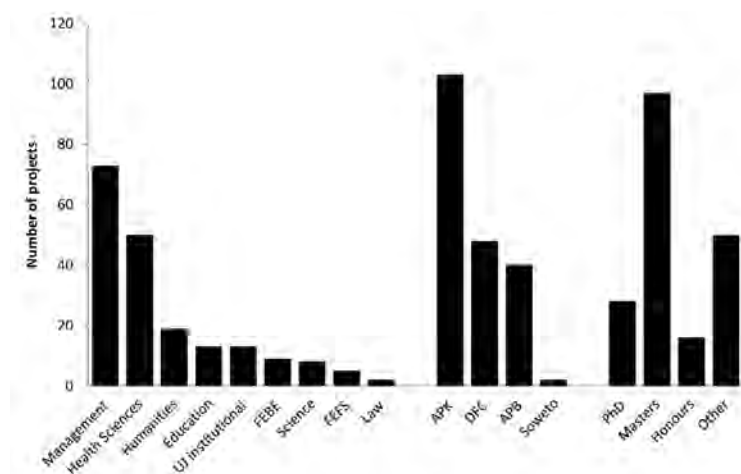
Statkon continued to make a significant contribution to UJ's research goals through providing a service to improve research design and statistical analysis of findings. Services provided to UJ postgraduate students, researchers and management, as well as those outside UJ, included:

- assistance with regards to survey or experimental design and questionnaire design;
- data capturing (outsourced to CMC Data Capturers);
- statistical analysis of data sets utilising appropriate data analysis techniques;
- feedback and explanation of the statistical results and the interpretation thereof;
- acquisition and roll-out of statistical software.

There were over 300 projects supported during 2012. The highest proportion of projects processed was of master's students. Assistance with design, analysis and feedback was provided for the majority of these projects. In a small minority of cases researchers – usually staff – made use of the data capture service only. Online data collection through online surveys was conducted for a limited number of projects.

During 2012 the Head of Statkon provided ad hoc workshops on the use of SPSS for statistical analysis through the Postgraduate Centre. The purpose of these workshops was to provide students and researchers with a taste of how they could conduct quantitative analysis independently. This teaching function will be expanded in 2013.

Statkon assisted with projects across all but one of UJ's Faculties (Figure 4). The Faculties of Management, Health Sciences, Education, Engineering and the Built Environment and Humanities represented the four most prevalent users of Statkon's support for research design. The submission of projects from different faculties (and different departments within faculties) meant consultants were required to review and provide feedback on projects with diverse subject matter and a range of research designs. While the highest number of students and researchers were located on the Kingsway Campus, significant numbers from the Doornfontein and Bunting Road Campuses were also supported. The majority of support provided for research design was for postgraduate students, with the largest group being master's students. About equal numbers of PhD students and staff conducting research projects were supported.



**Figure 4: Number of postgraduate and employee projects analysed by Statkon**

The number of postgraduate and staff projects analysed by Statkon by faculty, campus and level of study in 2012 is reflected above. The three highest expenditure items for 2012 were personnel remuneration, software licensing, and consulting and contract costs (the latter includes payment of CMC for data capture services). Statkon spent 77.2% of the projected budget for 2012. A significant portion of the personnel budget was not used because a senior consultant was only appointed in December. Statkon generated income through designing and administering web-based surveys for researchers. This income was paid into Statkon's Research and Publication Fund. Dr Jurgen Becker was appointed Senior Consultant in December 2012, having been an Intern Consultant from January to December 2012. Statkon employed five temporary student assistants to assist with technical and administrative work.

## **TRANSFORMATION AND ENABLING RESEARCH ENVIRONMENT**

The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Professor Thaddeus Metz (Faculty of Humanities) and a runners-up award was given to Professor James Darkwa (Faculty of Science). The Vice-Chancellor's Distinguished Award for the Most Promising Emerging Researcher of the Year was awarded to Professor Fiona Tregenna (Faculty of Economic and Financial Science).

In 2012, the University had 102 postdoctoral fellows. The majority of these were in the faculties of Science and Humanities and about 30% of them were funded by the NRF. The recruitment of postdoctoral fellows remains a high priority at UJ as the University has committed additional funding for postdoctoral fellows. In the next academic year, the target is 120 postdoctoral fellows.

## **SUSTAINABILITY**

UJ continues to build on its ongoing commitment to being a research-focused institution and supporting long-term research sustainability through strong research performance and by maintaining a good research environment. This commitment has been reinforced through continuous improvement in policy, refinement of research focus areas, increased research investment and building research partnerships. UJ's key focus areas of sustainability that relate directly to research include financial resources management, environmental stewardship, partnerships, stakeholder engagement, health and safety in the laboratories and human capacity development.

### ***Sustainable funding and investment***

Investment related to the research budget, the research centres, postgraduate funding and the Next Generation Scholars Programme are reflected. The performance related to research partnerships is also reflected in this division.

### **Research budget**

The University relies on its internal funds and external funds to continue supporting research. Internal funds account for 40% of total research expenditure while external income accounts for 60% of research expenditure. In the previous year the figures were 42% and 58%, respectively. Overall, total research expenditure remained unchanged at R138.85 million, compared to R137.07 million last year. Steps continue to be taken to grow the external income component in order to reduce the dependency on the University. Going forward, all the research centres will be heavily measured against generating external income.

In 2012, the University's internal research budget was R55.15 million. External research income is broadly divided into the NRF funds and other external funds, which is 48% and 52%, respectively. External income from the NRF decreased by 18% from R49.07 million to R40.10 million, although there were 23 more grants released in 2012 than in 2011 and 90.05% of grants released were claimed, which is only 2% less than last year. This is because in certain cases the full amount of the grants was not released. External income from other sources equalled R43.60 million, up from R30.94 million in the previous year.

**Table 24: Total research expenditure for the years 2008 to 2012**

| <b>Fund/grant</b> | <b>2008 (R)</b>   | <b>2009 (R)</b>   | <b>2010 (R)</b>   | <b>2011 (R)</b>    | <b>2012 (R)</b>    |
|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| Internal funds    | 29 985 316        | 32 100 000        | 52 251 800        | 57 065 000         | 55 151 589         |
| NRF               | 17 607 498        | 19 937 053        | 34 357 859        | 49 066 606         | 40 098 400         |
| Other external    | 22 902 811        | 16 669 615        | 12 440 795        | 30 943 626         | 43 600 644         |
| NRF grant deposit | 5 692 000         |                   |                   |                    |                    |
| <b>Total</b>      | <b>76 187 625</b> | <b>68 706 668</b> | <b>99 050 454</b> | <b>137 075 232</b> | <b>138 850 633</b> |

### **Environmental stewardship**

Through its various faculties, UJ makes an outstanding contribution to the public and society in a number of fields. In doing so, UJ seeks to responsibly manage its impact on natural resources. Access to clean water and renewable sources of energy are key challenges for sustainable development. Research undertaken in these areas covers renewable energy for poor communities and solar energy, water purification using nanomaterials, pathological waterborne diseases and ecotoxicological studies of inland waters, particularly the study of algae growth in the Hartbeespoort Dam and the impact of mining activities in the Oliphants River and the West Rand. Through its Faculty of Engineering and the Built Environment, UJ also supports research into addressing social development matters relating to affordable and quality housing, as well as environmental sustainability measures such as green buildings and reducing energy and water consumption. Through its various departments, the Faculty of Management is engaged in research in logistics and appropriate public transport, as well as in industrial psychology and people management.

Ethical integrity and social responsibility are core principles of the manner in which the University conducts its research. Through the faculty Research Ethics Committees, the University ensures that all research conducted at the University is done with ethical integrity and respect for human dignity. Health and safety are closely monitored in the laboratories in the Science, Engineering and Health Sciences faculties according to the required health regulations.

### **Research partnerships**

Research partnerships are critical in strengthening the research profile and in mobilising external research funds. The University builds enduring relationships and collaborations with the public, private sector and government, which are characterised by mutual respect, active participation and long-term commitment. Our partnerships support our research strategy by providing sustainable bursaries and research funds. Government-supported bursaries and NRF claims for research subsidy have significantly increased over the years. The Next Generation

Scholars Programme has been supported by PetroSA, Murray and Roberts, Old Mutual, Nedbank and the Ford Foundation for a total of R14.5 million for three years, which ended in 2012. The University continues to nurture its existing national and international partnerships with various national private and public institutions, and with institutions in the rest of the African continent, Europe, North America, Brazil, India and China.

## **HUMAN RESOURCES AND SKILLS DEVELOPMENT**

The University recognises the challenges of maintaining stable research capacity. In order to address the potential reduction in researchers, as well as preventing a subsequent decrease in research publication outputs, the University has a structured programme to build and increase the number of researchers. The programmes specifically focus on research development and a staff qualification improvement to obtain higher degrees and qualifications. In addition, UJ actively participates in the NRF Thuthuka Programme that is intended to support emerging researchers. For years now, UJ has been the leading institution in supporting the highest number of Thuthuka grant holders. Currently there are 45 Thuthuka grant holders compared to 35 in 2011. There are two human-capacity-building projects run by the PGC: the Staff Qualifications Project for master's qualifications and the Staff Qualifications Project for doctorate qualifications.

Furthermore, a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, remains a huge challenge for the University to recruit, develop and retain researchers in a competitive environment for scarce skills. There is a need to ensure an appropriate pipeline of researchers to meet future research skills requirements. The University continues to offer special bursaries and scholarships to assist with sourcing and developing bright young minds. Our Next Generation Scholars Programme is one good example, intended to create a future pool of appropriately qualified academic members of staff that would contribute to research. These initiatives will contribute towards a larger future pool of researchers.

The University has continued to develop and encourage new researchers, and at the same time set appropriate targets. Over the years, the University has made significant progress in encouraging academic members of staff to publish and has implemented various incentives to stimulate research productivity, such as the Vice-Chancellor's Research Awards, and by increasing the research publication subsidy amount accruing to a researcher. All faculties have put measures and incentives in place to stimulate academic members of staff to publish in accredited journals. Over the years, the Research Office has performed targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, number of postgraduate students, external research income and human-capacity development.

## **STAKEHOLDER ENGAGEMENT**

The objective of the University's stakeholder engagement processes is to build long-term, stable and mutually beneficial relationships to sustain research. Government, public and private enterprises all play a vital role in the sustainability of research at the University.

The University has various initiatives in place that support direct or indirect stakeholder engagement. Government officials at all levels are engaged in order to evaluate their perceptions and enhance UJ's brand and grow research subsidy and student bursaries. Research Office staff interact continuously with government officials on research output and funding matters, and a number of UJ researchers serve as members of the NRF evaluation and rating committees, as well as panel members on other NRF committees. NRF funding and DST-supported research initiatives have grown significantly in the past few years.

Community-related research is visible in the research centers and in certain faculty projects, such as the Law Clinic in Soweto and the Faculty of Science's Funda UJabule Maths Schools. A number of research projects are undertaken, including those involving enterprise development, such as socio-economic development studies in the CSR, CCLA and the CSDA, and studies by SeTAR, the Centre for Education Rights and Transformation and the Centre for Visual Identities in Art and Design. The purpose of SeTAR is to access state-of-the-art science and technology for use in the design and dissemination of radically more efficient basic energy technologies that

are affordable and appropriate to meet the needs of the low-income groups. UJ plays an important role in the Gauteng City Region Observatory (GCRO) with the Deputy Vice-Chancellor: Research, Postgraduate Studies and Library as the current Chairperson. The GCRO has provided research funds to a number of researchers at UJ.

## **CONCLUSION AND WAY FORWARD**

The University will continue to nurture and enhance its research excellence through a set of well-defined indicators to enable the University to drive purposefully towards its 2020 vision. In the coming years, the aim is to remain within the top 6 national universities in terms of accredited research outputs while simultaneously focusing on the quality and impact of the research. UJ has invested in three of its strongest strategic research areas, and plans to develop them to international standing within a short period of time. The PGC will continue to enhance the quality and quantity of its postgraduate training and support, with an emphasis on improving enrolments, throughput rates and graduate output rates at both master's and doctoral levels. In addition, the establishment of three new service and delivery functions in the PGC, research, monitoring and benchmarking; marketing and information and Interdisciplinary Studies and Qualifications, will broaden the base of its core activities.



**Christopher Masuku (Dr)**

Executive Director: Research and Postgraduate Studies



**Adam Habib (Prof.)**

Deputy Vice-Chancellor: Research, Postgraduate Studies and Library



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal







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# SENATE REPORT TO COUNCIL: COMMUNITY ENGAGEMENT PERFORMANCE

## OVERVIEW

The vision of the University of Johannesburg's Community Engagement Office in the Advancement Division is to infuse community engagement into teaching, learning and research within the University and establish and foster strategic partnerships with its communities.

In order to achieve this vision, Community Engagement (CE) at UJ is focused on three strategic thrusts, namely:

- that at least 10% of all academic programmes incorporate service learning efficiently and cost-effectively into their curricula by 2020 from the current base of 4%;
- that the University should increasingly recognise and implement CE as its third core academic function;
- that the developmental needs of UJ's communities be met by providing them with access to the University's intellectual capital.

### **Thrust 1: Growth of service learning in faculties**

Community Engagement aims for at least 10% of all academic programmes to incorporate service learning efficiently and cost effectively in their curricula by 2020. The achievement of this objective includes training of staff in service learning, annual growth of service learning modules within curricula as well as two service learning workshops to be conducted annually across all faculties.

Since service learning is an academic activity, UJ faculties have the responsibility of ensuring the growth of service learning and related activities. In 2012, the CE Office scheduled two workshops during the year to support the advancement of this goal.

### **Thrust 2: Recognising and implementing CE as UJ's third core academic function**

All CE activities are geared towards the promotion and growth of CE as the third core function of the institution. The key objective of this thrust is enhanced marketing and visibility of CE by ensuring that all CE projects are effectively planned, implemented and continuously evaluated. Annual CE awareness campaigns are arranged to ensure continuous recognition of the importance of CE within the University. Events include Mandela Day, the CE Showcase, the CE Road Show, the Women's Day Leadership Convention and the Community Engagement Recognition Awards.

The CE Office is responsible for the management of the Community Engagement Board and its sub-committees, along with annual events and awareness initiatives such as those mentioned above.

### **Thrust 3: Sharing our intellectual capital**

To effectively evolve into an 'engaged' university, CE activities should continuously promote an exchange of knowledge and therefore establish mutually beneficial partnerships that can enhance social, economic and educational development within communities. Projects are based on needs analyses with surrounding communities and organised outreach projects are planned accordingly. Such projects also include student volunteer programmes, the development of a fully accessible CE project database and the training of community-based organisations.

Faculties, divisions and student structures plan and implement CE projects in the form of community-based research and organised outreach projects to address community needs. The CE Office ensures initial project registries and the successful placement of projects. It also assists with the continuous monitoring and evaluation of projects.

## **GOVERNANCE**

The responsibility for the three CE Strategic Thrusts is shared jointly by the faculties and the CE Office. The Deputy Vice-Chancellor (Academic) oversees the service learning component while the faculties are responsible for effective implementation, monitoring and evaluation. In 2012, the CE Office provided support for service learning through two service-learning workshops.

In the second and third thrusts, the University addresses the developmental needs of communities through Community Engagement projects and promotes the recognition of CE as the third core function. Faculties plan and implement community-based projects. The CE Office facilitates the placement, monitoring and evaluation of these projects and promotes best practice principles on project management. There are process guidelines on project registry and placement, quarterly reports and an annual Scope and Impact Study.

Two special committees were established in 2012 for the monitoring and evaluation of CE at UJ:

- the CE Assessment Committee, approved by MEC in April 2012;
- the CE Placement Team, approved by the CE Board in July 2012.

## **PERFORMANCE**

The following indicators underpinned CE performance targets for 2012:

- initiating strategic partnerships with key stakeholders in the Gauteng region;
- supporting the faculties in the outcomes of the service-learning thrust through two workshops conducted by experts from Higher Education;
- establishing a CE Placement Committee responsible for the registration of all UJ CE projects;
- monitoring faculty and division projects through the Scope and Impact Study 2012;
- maintaining a database of UJ CE projects for the four campuses;
- managing the following CE institutional projects for 2012:
  - CE Student Showcase in May 2012;
  - Mandela Day in July 2012;
  - Road Show in July 2012;
  - Women Empowerment Project in August 2012;
  - UJ CE Road Show in September 2012.

**Performance Indicator 1:** Initiate strategic partnerships with key stakeholders in the Gauteng region

Two flagship partnerships were initiated in 2012:

- an MOU with three major hospitals in the Gauteng region, namely Helen Joseph, Chris Hani Baragwanath and Charlotte Maxeke, on 21 August 2012.

- an MOU with the City of Johannesburg, the University of the Witwatersrand and UNISA on 13 September 2012.

**Performance Indicator 2:** Support the faculties in the outcomes of the service-learning thrust through two workshops conducted by experts from Higher Education

In 2012, two service-learning workshops, organised by the CE Office, were conducted on 1 and 2 March 2012 and 26 September 2012.

**Performance Indicator 3:** Establish a CE Placement Committee responsible for the registration of all UJ CE projects

The CE Placement Committee was established in March 2012 and placement meetings were held each month to allow stakeholders to register projects. A total of 14 projects were presented to the Placement Committee in 2012. Status reports on these projects are expected from faculties and divisions in 2013.

**Performance Indicator 4:** Monitor faculty and division projects through the Scope and Impact Study 2012

The CE Scope and Impact Study was conducted in September 2012. This study was done by prominent NGOs, as per the recommendation of the MEC in March 2012. Given the findings from the data collected, the team made several recommendations to assist UJ to enhance its CE commitments and to expand its substantial impact upon the lives of people in communities that can benefit from the UJ human intellectual capital and other resources. Below are the salient recommendations per group:

### ***UJ Management***

Top management should:

- be represented on the Community Engagement Board;
- conduct regular environmental scanning to offer visionary and strategic inputs into CE;
- initiate a change management process to acquire more ownership of CE within UJ;
- review, implement and enforce recommendations of the Scope and Impact Assessment Report each year.

### ***Faculty Coordinators***

Faculty Coordinators should:

- be equipped with project management skills;
- develop faculty monitoring and evaluation mechanisms to track faculty CE projects and measure impacts;
- motivate and empower departments within their faculties to participate in CE projects.

### ***Project Leaders***

- A project management short course should be made available to CE Project Leaders.
- CE should be a key performance indicator (KPI) for all UJ staff.

### ***Office of Community Engagement (OCE)***

The OCE should:

- strengthen application, placement, and monitoring and management of Information Systems;
- develop more CE structures, systems, policies and processes aligned to the deliverables of the CE Policy.

### ***Students***

- The SRC should market CE through its structures, systems and processes.
- Student leaders must familiarise themselves with the CE Office as CE is one of the three pillars of UJ.
- Student societies and residences should include CE as part of their yearly plans.

**Performance Indicator 5:** Manage CE institutional projects for 2012

The following projects were managed:

- Student Volunteer Project 2012;

- CE Student Showcase (May 2012);
- Mandela Day (July 2012);
- Women Empowerment Project (August 2012).

## **COMMUNITY ENGAGEMENT INSTITUTIONAL PROJECTS**

### **Student Volunteer Project: 2012**

The partnership between the University and the three hospitals in Gauteng came as a result of the inception of the UJ Volunteer Programme in 2012. Following the successful engagement by the CE Office with hospitals in Gauteng, students participated in community service projects at the following hospitals:

- Helen Joseph
- Charlotte Maxeke
- Chris Hani Baragwanath

The hospitals, in conjunction with the CE Office, identified their current needs and designed specific work programmes to focus on those identified areas. A signing ceremony was held on 12 September 2012 between the three hospitals and the University to cement the relationship between the parties.

### **Community Engagement Student Showcase Competition: May 2012**

The CE Student Showcase Competitions are aimed at helping citizens improve their quality of life and standard of living. Residences on all four campuses were given a budget of approximately R1 000 to conduct planned community outreach projects. All projects had to be in line with the Millennium Developmental Goals, which include health, poverty, hunger, gender equality and the empowerment of women, primary education and environmental sustainability. The initiatives had to be based within the three components of CE, namely service learning, community-based outreach and organised outreach, and are judged on the general project information, the process plan, project implementation, as well as overall sustainability.

Thirteen projects were represented on the day. Among these was a project initiated by DFC students which focused on primary education institutions and distributed food parcels and school uniforms. Students from Robin Residence assisted the Gugulethu Orphans with homework and collected additional funds for the orphanage by tidying up the surrounding area and selling used bottles. First prize went to the Benjamin Residence together with Social Work students. Their project included counselling less fortunate individuals in shelters, assisting them with driving lessons and placing them in jobs.

### **Women's Empowerment Project: August 2012**

The CE Office reached out to mothers across Johannesburg during August 2012, Women's Month, under the slogan, "Educate a woman and you educate a community". Student volunteers and staff gathered at the CE Office in Melville and packed mini buses and trailers with gift parcels including fragrant pamper bags, lunch packs and disposable nappies sponsored by Nampak (Cuddlers). The gift packs were distributed to hospitals, clinics and childcare centres in less fortunate communities in the Johannesburg region, including Abraham Kriel Childcare Centre, the Riverlea Clinic and the Charlotte Maxeke Johannesburg Academic Hospital.

### **Nelson Mandela Day: July 2012**

More than 400 volunteers – students, lecturers and personnel from across all nine faculties of the University – spent time at the Helen Joseph, Charlotte Maxeke and Chris Hani Baragwanath Hospitals in honour of Mandela's legacy of reconciliation. The volunteers spent six hours (from 9h00 to 15h00) at the hospitals, assisting with cleaning tasks, distributing food parcels, playing with children, reading to patients and planting indigenous trees and flower gardens at the hospitals' entrances.

**Table 25: Community Engagement Office Initiatives 2012**

| INITIATIVES  | DAY                 | DATE                      |
|--|---------------------|---------------------------|
| Service Learning (SPSLCB)  | Thursday and Friday | 1 and 2 March 2012        |
| CE Road Show to schools with Art for AIDS  | Monday – Friday     | 12 – 16 March 2012        |
| CE Road Show to schools with Art for AIDS  | Monday – Friday     | 19 – 23 March 2012        |
| Start-up process – Brag Book   | Wednesday           | 14 March 2012             |
| Start-up process – CE Annual Report (Stand-alone)                                    | Monday              | 26 March 2012             |
| Student Volunteer Launch – start-up discussions                                      | Monday – Friday     | 27 – 30 March 2012        |
| E-newsletter distribution  | Tuesday             | 10 April 2012             |
| Community Engagement Advisory Board (CEAB) Subcommittee assessment – planning        | Wednesday           | 18 April 2012             |
| FCEC Round Table   | Wednesday           | 23 April 2012             |
| CEAB Subcommittee – Project Placement Committee meetings                             | Mondays             | 7, 14, 21 and 28 May 2012 |
| UJ Open Day  | Friday and Saturday | 11 and 12 May 2012        |
| CEAB   | Friday              | 18 May 2012               |
| CE Showcase – student projects   | Wednesday           | 30 May 2012               |
| FCEC Round Table   | Monday              | 4 June 2012               |
| Scope and Impact Study – start-up discussions, project assessment, CEAB Subcommittee | Wednesday           | 6 June 2012               |
| Mandela Day  | Wednesday           | 18 July 2012              |
| Stakeholder Forum – community-based organisations                                    | Wednesday           | 31 July 2012              |
| E-newsletter distribution  | Tuesday             | 7 August 2012             |
| FCEC Round Table   | Wednesday           | 8 August 2012             |
| CE Women Project (CEWP)  | Thursday            | 30 August 2012            |
| Scope and Impact Study – Progress Report of Project Assessment CEAB SubCommittee     | Monday              | 3 September 2012          |
| CE Brag Book – start of printing process   | N/A                 | stand-over for 2013       |
| CEAB Subcommittee: Project Placement Committee meetings                              | Mondays             | 10 and 17 September 2012  |
| CE Road Show (Volunteer 2013 sign-ups)   | Tuesday – Thursday  | 25 – 28 September 2012    |
| Service Learning Seminar   | Thursday            | 26 September 2012         |
| Senex/Senate Report  | Wednesday           | 24 October 2012           |
| Scope and Impact Report – final submission   | Friday              | 28 September 2012         |
| Student volunteer closure  | Friday              | 28 September 2012         |
| CE Brag Book distribution  | N/A                 | stand-over for 2013       |

|   |            |                      |
|---|------------|----------------------|
| FCEC Round Table                                  | Tuesday    | 25 September 2012    |
| Stakeholder Forum – community-based organisations | Wednesdays | 2 and 9 October 2012 |
| CEAB  | Friday     | 26 October 2012      |
| E-newsletter distribution                         | Thursday   | 1 November 2012      |
| Project Management – ProAct                       | Wednesday  | 10 October 2012      |
| CERA (combined Alumni)                            | Friday     | 19 October 2012      |
| Annual CEO Review and 2013 Planning               | Friday     | 30 November 2012     |

**Table 26: UJ faculty and division Community Engagement Projects 2012**

| Active Registered Projects  |
|---|
| <b>Faculty of Art, Design and Architecture (FADA):</b> <ul style="list-style-type: none"> <li>Archival Paper Mill</li> <li>Artist Proof Studio</li> <li>Arts-based methods for Community Development</li> <li>Design and development of household farming kit</li> <li>Eco-Fuel Briquettes</li> <li>Futeco Park – Grupo Desportivo De Manica</li> <li>Informal Studio</li> <li>Phumani Paper</li> </ul>   |
| <b>Faculty of Economic and Financial Science (FEFS):</b> <ul style="list-style-type: none"> <li>Accreditation of Historically Disadvantaged University of Limpopo (UL) – Support Project</li> <li>Equity Development</li> <li>SAICA Board 1 Repeaters Programme</li> <li>Economic Literacy Initiative</li> <li>Training of EMS Teachers</li> <li>TLC Orphanage Support Project</li> </ul>   |
| <b>Faculty of Education:</b> <ul style="list-style-type: none"> <li>Funda UJabule School</li> <li>Module 2: EPS0028 (13 partner schools service learning)</li> <li>Principal Network</li> <li>Secondary School (UJ Metropolitan Academy)</li> </ul>   |
| <b>Faculty of Engineering and the Built Environment:</b> <ul style="list-style-type: none"> <li>Rural School Math, Science and Technology Development</li> <li>Orange Farm – Place of Hope</li> </ul>   |
| <b>Faculty of Health Science:</b> <ul style="list-style-type: none"> <li>Community Outreach Satellite Clinics</li> <li>Community Service in Specialised Clinics</li> <li>Golden Girls – Biokinetics Clinic</li> <li>Johannesburg Prison Soccer</li> <li>Manica (GDM)</li> <li>Phelophepa Health Care Train</li> <li>Primary Response Vehicle</li> <li>Riverlea Community Project</li> <li>Schools Project (Majakaneng and Seopootha Schools)</li> <li>SAQA Outreach Clinics</li> <li>Screenings and primary treatment of acute conditions at sports events, e.g. 702 Walk the Talk</li> </ul> |

**Faculty of Humanities:**

- Sacred Heart School
- Advanced Certificate in Municipal Governance Level 6
- Discover your Career at Teboho Trust
- Girls' and Boys' Town SA
- Headway Supervisors
- Holding Hands
- Judith Harrisburg Memorial Trust
- M. Pather
- National Certificate in Municipal Governance Level 5
- SA Hellenic Archives
- Sophiatown
- Uthingo
- Volunteer counselling, development and implementation of youth and vulnerable teenagers
- Wednesday Night Live

**Faculty of Law:**

- Law Clinic Service-learning Project

**Faculty of Management:**

- John Orr Technical High School
- Izenzo Kungemazwi Community College
- Westbury School
- UJ Metropolitan Academy
- City of Johannesburg Business Plan Competition
- Johannesburg Correctional Services
- Youth Entrepreneurship: Brixton Divapreneurship
- Othandweni Children's Home
- GIS Day
- Abraham Kriel's Home: Teambuilding
- Abraham Kriel's Home: Training staff
- MES (Metro Evangelical Services)
- Service Learning and Hospitality Management
- Abdullam Mission
- STH
- EP Baumann School
- Schools Projects: Debates
- Schools Projects: Rea a Jala (Vegetable Garden)
- Schools Projects: Soccer Tournament.
- Schools Projects: University Bible/ATM
- Egoli Social Network for Cooperatives
- Sir Elton John Bakery
- Disciples Village Bakery
- Ms Motlabane Foundation and Friends
- Olive Leaf Foundation: Schools
- Nkosi Haven Bakery
- NGO Forum
- Stop Hunger Now
- SADC Smart Card
- Beautiful Beginnings Crèche
- Green Living
- Make my Business a Success: USAID
- Eskom Solar Geysers
- Social Economy Volunteer Coaching Association
- Sukasambe Children's Home

|   |
|---|
| <b>Faculty of Science:</b> <ul style="list-style-type: none"> <li>• Community welfare project (Science Centre)</li> <li>• Biology Summer School</li> <li>• Caring Hearts</li> <li>• Healing Hands</li> <li>• Hong Ning Chinese Aged Home Website</li> <li>• I Care Engagement</li> <li>• Parks Alive</li> <li>• Involved in Museum Africa</li> <li>• Promoting Science General</li> </ul> |
| <b>Advancement Division:</b> <ul style="list-style-type: none"> <li>• UJ Mandela Day Initiative</li> <li>• CE Women's Empowerment</li> <li>• Art for Aids and CE</li> </ul>   |
| <b>Library Division:</b> <ul style="list-style-type: none"> <li>• DFC Library Inner City Project</li> </ul>   |
| <b>Student Residence Life Division:</b> <ul style="list-style-type: none"> <li>• Residences across the four campuses do organised outreach projects</li> </ul>  |

## CONCLUSION AND WAY FORWARD

The CE Office made significant strides in enhancing the stature of UJ's institutional CE projects. Two flagship partnership projects were put in place with the three major hospitals in the Gauteng region and the City of Johannesburg. The year also saw the inception of the UJ Student Volunteer Programme which will be grown significantly from the pilot group of 500 in 2012 to a target group of 4 000 in 2013. In conclusion, in terms of governance of CE, during 2012 two special committees were approved by the MEC and were operationalised: the CE Assessment Team and the CE Placement Committee. These committees will play a pivotal role in advancing the goals of CE in 2013.



**Kerry Swift (Mr)**

Executive Director: Advancement



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal







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# SENATE REPORT TO COUNCIL: FACULTY PERFORMANCE

## **OVERVIEW AND GOVERNANCE**

The review reports of the nine faculties are reflected in this section in alphabetical order.

The Faculty Board is the statutory governing structure of each faculty. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees, as approved by the faculty board and the relevant Senate Committee. Each faculty develops its strategic plan and focus in accordance with the institutional strategy and thrusts. Risk management is in accordance with the institutional model, policy, strategy and material risks reflected in the Institutional Risk Register.

The Executive Dean of the Faculty of Art, Design and Architecture, Professor Marian Sauthoff, retired at the end of 2012. Professor Federico Freschi was appointed as her successor.

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# FACULTY OF ART, DESIGN AND ARCHITECTURE (FADA)

## OVERVIEW

Aligned with the strategic objectives of the University of Johannesburg, the Faculty of Art, Design and Architecture (FADA) continued throughout 2012 to enhance its growing reputation as a centre of excellence in tertiary art and design education in Johannesburg. The key strategic objectives identified in 2011 were:

- building a competitive and relevant programme mix and offering;
- continued contribution to the technology drive;
- building staff profile, qualifications and development;
- promoting and sustaining excellence and relevance in teaching and learning;
- nurturing an environment conducive to research and creative production;
- advancing faculty recognition in alignment with UJ strategy;
- focusing on operational efficiency and institutional culture;
- focusing on community service.

These objectives were largely maintained in the strategic planning for 2012, while efforts were made to align and integrate the Faculty's objectives with the University's strategic thrusts. To this end, emphasis was placed on initiatives related to (1) the relevance and depth of FADA's academic offerings, research, and community engagement; (2) aligning FADA's programmes with the notion of a technology-driven university; (3) building FADA's brand, identity, reputation and stature; and (4) building FADA's institutional capacity and fitness for purpose.

Imperatives driven by these initiatives and academic offerings included:

- the attraction and retention of top students, meeting the changing needs of industries in terms of curriculum content, enabling postgraduate studies, facilitating growth in strategic areas, investigating international precedents as directives for future development, ensuring compliance with the Higher Education Qualifications Framework (HEQF) and continuing to work towards a comprehensive programme qualification mix (PQM);
- enhancing research and creative output, strengthening research enablers and catalysts in the Faculty, extending the profile and capacity of the Visual Identities in Art and Design (VIAD) Research Centre nationally and internationally;
- profiling and strengthening technology programmes and achievements;
- encouraging student participation in national and international competitions with a technology focus;
- continuing to promote the research cluster, 'design for social development' and the community of practice for digital design through support for appropriate projects, multidisciplinary and collaborative partnerships and industry connections;
- ongoing publicity initiatives to maintain public presence;

- promoting the creative profile of the Faculty through strategic connections with high-profile national events such as design indaba; maintaining a dynamic FADA gallery programme, and leveraging the VIAD Research Centre's growing reputation and recognition.

The Faculty was largely successful in meeting its objectives in these areas.

## **STUDENT PROFILE AND PERFORMANCE**

A total of 1 195 undergraduate and 52 postgraduate students enrolled in the programmes offered by the Faculty in 2012. This represents an increase in total headcount enrolments, rising from 954 in 2008, to 1 093 in 2009, 1 112 in 2010; 1 160 in 2011 to the 2012 figure of 1 195. International student enrolments have remained static at 43, 42 and 42 respectively over the last three years.

There has been a gradual increase of 8% over the past four years in the total enrolments of black students, rising from 47% in 2009, to 48% in 2010, 51% in 2011 and 55% in 2012. Black first-time entering students showed a significant increase of 22% over the same period, rising from 41% in 2009 to 53% in 2010, 57% in 2011 and 63% in 2012. First-time entering black African students increased from 41% in 2010 to 44% in 2011 to 50% in 2012 of total first-time enrolments over the three-year period. White first-time entering enrolments dropped from 48% in 2009 and 2010 to 43% in 2011 and 36% in 2012.

Master's enrolments increased from 20 in 2009 to 52 in 2012. This can be attributed largely to the introduction of the coursework Master's in Architecture.

The academic performance of students in the Faculty remains very good, with a consistent success rate of between 84% and 85% over the last four years. The pass rate for 2010 was 84.4%, with an increase to 85% in 2011 and a slight decrease in 2012 to 84.15%. Overall first-year success rates improved, rising from 74.3% in 2010 to 75.9% in 2011 and 77.25% in 2012.

There were 223 undergraduate modules taught in 2012. Undergraduate module pass rates in all departments were generally above 65%, with only three modules achieving a pass rate below 65%. Module throughput rates (success rate) were less positive, with 19 modules reflecting throughput rates of less than 65%, and seven of these reflecting a throughput rate of 60% or less. Overall, 44 undergraduate modules reflected a throughput above 75%. A total of 346 graduates obtained their qualifications in 2012 compared to 313 in 2010 and 308 in 2011.

The Faculty continued to provide support to its students through ongoing initiatives such as an extended system of tutors for first-year students and special assistance to at-risk students, the First-Year Experience Programme (FYE), orientation, on-site writing tutors, and special recognition of students' achievements. Where necessary, students were referred to appropriate support services. Concerted efforts were made to encourage students to visit the Writing Centre once they had been referred. Ongoing initiatives aimed at curriculum enrichment included Green Design Week, a number of multidisciplinary and collaborative projects, and an ongoing roster of lectures and presentations both by members of staff and guest speakers from industry and academia, which aimed to expose students to wider socio-economic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year in the many awards and prizes they garnered in competitions. Some of the noteworthy competitions in which FADA students featured in 2012 included the Des Baker Architectural Award, the Corobrick Architectural Students' Award, the Loerie Awards, the Assegai Awards, the Pendoring Awards, the Indiafrica Awards, the Eco Design Competition 2011 to 2012 (an international competition sponsored by the Department of Arts and Culture, the Swedish Institute, the Swedish Arts Council and Malmö Museums), the Association of Rotational Moulders Awards, the Car Magazine Design a Car Competition, the P.G. Bison National Student Competition, the Thuthuka Awards, the De Beers Shining Light Awards, the Absa Atelier Awards, and the PPC Cement Sculpture Award.

Students' interests were addressed at the Students' Forum and in departmental representatives' meetings. Items dealt with at the quarterly Students' Forum meetings included academic matters, faculty administration related to the student life cycle, faculty events, student life and student concerns. Overall, students expressed high levels of satisfaction, although ventilation and air-conditioning in the building and access to the building after hours remained areas of frustration. The Faculty's Top Achievers were included in the programme organised for students on the Dean's Merit List.

## **ACADEMIC PROGRAMME AND CURRICULUM DEVELOPMENTS**

The introduction of a degree track which is to be implemented over the next few years continued to enjoy priority in terms of academic programme and curriculum development during 2012. In addition to the BA Design with specialisation in Graphic Design and the professional coursework Master's in Architecture which were implemented in 2011, preparation for the BA Industrial Design was completed for implementation in 2013. The BA Honours (Design) and MA Design programmes that will offer articulation for BA Honours students from the Departments of Graphic Design, Jewellery and Manufacture, and Multimedia were both approved by Senate and were subsequently submitted to the DHET, and await approval. A parallel diploma/degree offering in Multimedia, to be named BA Design (Digital Media), and the MA Design was prepared for internal and external approval to be obtained in 2013.

Interior Design and Jewellery and Manufacture National Diplomas were submitted as Category A programmes and approved by the HEQC during the alignment process. The National Diplomas in Multimedia, Fine Art and Fashion were submitted as Category B programmes and await approval.

The second-year curriculum of the academic major Art and Design for students in the Faculty of Education was introduced in 2012, and planning completed for the implementation of the third-year curriculum in 2013. As in previous years, the theme of citizenship was entrenched and evaluated as an integral component of identified modules in all undergraduate programmes. Other mechanisms to ensure the relevance of curricula content in module offerings in the Faculty were: teaching collaborations with industry, the revision of modules by departments to meet identified needs, greater utilisation of Edulink facilities, engagement with international benchmarks and precedents, engagement with the UJ technology mandate and the ongoing completion of teaching and module evaluations conducted by the Centre for Professional Academic Staff Development (CPASD).

The Faculty's Teaching and Learning Forum continued to provide opportunities for members of staff to focus on the unique characteristics of teaching and learning in the creative disciplines. The Forum held four well-attended sessions during the year, and continued its focus on developing a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices. Session topics were thus formulated accordingly.

## **RESEARCH AND CREATIVE PRODUCTIVITY**

Preliminary figures indicate that in 2012 FADA produced a total of 41.44 subsidy units, compared to 40.78 subsidy units in 2011 and 27.75 in 2010. This output included 32.83 journal article units, 5.75 conference proceeding units and 2.86 book and chapter subsidy units.

During the course of the year, members of staff participated in seven solo or duo exhibitions and 62 group exhibitions, curated six exhibitions and completed 20 design projects, giving a total of 95 creative outputs for the year, compared to a total of 47 creative outputs in 2010.

The VIAD Research Centre continued its programme of specialist conferences and colloquia. Principal amongst these was an international colloquium, titled "Pointure: Pointing, Puncturing, Weaving and Lacing in Art Practice and Textual Discourse", in August 2012. The colloquium featured internationally renowned artist, psychoanalyst and theorist, Bracha Lichtenberg Ettinger, as keynote speaker, and drew a number of prominent international and South African scholars and creative practitioners.

The colloquium was accompanied by two related exhibitions at the UJ Gallery, one of which represented examples of Ettinger's work from the past three decades, and the other focusing on stitching and lacing practices

in contemporary South African visual art. The Pointure exhibition was accompanied by a full-colour catalogue containing documentation of all works featured at the show, as well as a public walkabout with the curators. Both exhibitions attracted considerable press and public interest and gave rise to a range of relevant discussions and debates, including a 17-page supplement published in the subsidy-bearing journal *Art South Africa* (issue 11(2)). Further outputs include a planned special edition of the accredited journal *Image & Text* to be published in January 2014.

The FADA Gallery continued to promote the profile of the Faculty by hosting ten student and professional exhibitions. Highlights included a solo exhibition by the acclaimed South African photographer Peter Magubane and the Thuthuka Jewellery Awards. The latter generated a lot of media coverage, and brought a number of high-profile visitors and industry stakeholders to the Faculty.

## **COMMUNITY SERVICE AND STAKEHOLDER ENGAGEMENT**

The principles of community service and good citizenship remain an integral part of the Faculty's teaching programmes. As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2012. A total of 33 community projects were completed in 2011. These included nine community research projects (CR); nine organised outreach (OO) projects; ten service learning (SL) projects; three projects that were a combination of CR and SL, one project that was a combination of CR and OO, and one project that was a combination of all three.

The Faculty received 21 international researchers or academics from institutions in the United States, the Netherlands, Uganda, Belgium, Scotland, Israel, Sweden and France. Although no teaching collaborations were established with international institutions in 2012, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Cape Town, the Tshwane University of Technology, the Central University of Technology, the Cape Peninsula University of Technology and the Boston Arts Academy. Faculty staff were well-represented on professional forums, with 15 instances of leadership roles in professional bodies. Service to the academic community was accomplished by staff acting as assessors or moderators on 76 occasions.

In 2012, FADA continued its engagement with the Central Johannesburg College (CJC), a further education and training college whose arts and culture campus is located in the vicinity of Crown Mines, with the view to applying strategic focus to an articulation route between the CJC and FADA's undergraduate qualification. Despite some difficulties, particularly regarding the language competency of potential students, FADA will continue to engage with the CJC Art and Design School with a view to continue lending support in terms of discipline-specific workshops, and inviting the CJC staff to attend and observe the Visual Art Department's first-year admission and evaluation programme.

The FADA Information Sessions and school visits succeeded both in providing information and counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. The Faculty continued with drives to establish and entrench its presence and profile among all its stakeholders by providing an ongoing narrative of faculty activities and successes. All events that were open to the public were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The Faculty e-newsletter received a favourable response from recipients. The FADA Facebook page gained 108 likes and had 740 subscribed followers. The FADA Twitter account, established towards the end of 2011, increased its number of followers to 432 by the end of December 2012. A student version of 'Interact@fada', the internal news email, was added to the well-established staff version which has been forwarded to faculty staff every fortnight for the last few years.

## **RESOURCE MANAGEMENT**

The Faculty had a total of 68 permanent and full-time contract members of staff in 2012. This comprised 49 academic staff (including the Dean), nine support staff, five administrative officers, three members in Academic Administration, a marketing coordinator, and the Dean's personal assistant.

The academic staff comprised 43% senior lecturers, 47% lecturers, 8% associate professors and 2% professors. The percentage of associate professors improved from 4% in 2011 to 8% in 2012, while the senior lecturer category decreased from 49% in 2011 to 43% in 2012. The percentage of staff in non-designated groups remained the same as 2011 at 76%. Sixty-nine per cent of support staff members were designated (an improvement on 60% in 2011) and the Faculty Management Committee comprised 33% designated members (an improvement from 30% in 2011) and 67% non-designated members.

Overall, the upgrading of staff qualifications progressed well. The level of academic qualifications of staff in the Faculty improved in 2012, with 79% of staff holding a master's or doctoral qualification, compared to 76% in 2011 and 68% in 2010. All staff members not holding a master's qualification in 2012 were registered for further studies. Unfortunately, three staff members who had failed to meet their obligations in terms of the Staff Qualifications Programme were subject to disciplinary hearings and dismissed.

The focus on training and development during the year was on capacity building in writing for publication, dimensions of postgraduate study, postgraduate supervision, discipline-specific software applications and teaching and learning.

Additional studios were refurbished to accommodate the growing number of Architecture students. The first phase of the upgrading of ventilation and temperature control in the building was implemented, although the problems with ventilation and temperature control, particularly on the second floor of the building, remain a source of frustration for staff and students alike.

The drive to encourage faculty staff and students to be mindful of caring for the working environment continued. Campus maintenance and operations was ensured by means of monthly meetings with, and the ongoing reporting of matters requiring attention to, the office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the ongoing use of recycling bins and the move towards a paperless meeting environment throughout the Faculty.

The Faculty managed its financial expenditure well within budget.

## **GOVERNANCE AND QUALITY ASSURANCE**

All departments have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued to devote a great deal of time to ensuring that all new academic offerings met requisite standards. The APQC also dealt successfully with the review of re-admissions, F7 exclusions, recommendations for granting credits and status, and the plagiarism policy and register before these matters served at Faculty Board. The Faculty Board and the various Research and Higher Degrees Committees received positive evaluations.

In order to ensure quality and relevance, two peer-review processes of departments and their programmes, namely Interior Design and Jewellery Design and Manufacture, were conducted in the Faculty in 2012. Both peer-review panels were externally constituted with a mix of local, national and international panel members. All teaching programmes in these departments were reviewed, and the departments received feedback that highlighted areas of strength as well as areas that required attention. Developmental plans based on the recommendations of these reviews will be submitted in 2013 to the Faculty Academic Planning and Quality Assurance Committee. The Department of Architecture began intensive preparation for its review and accreditation by the South African Council for the Architectural Profession (SACAP), which will take place in May 2013.

Student and academic data were well managed and an excellent record was maintained by Academic Administration. Key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The Risk Register was updated as required. High-risk areas continue to be the preparedness and attitude of entry-level students, the loss of prospective and preferred students, the academic profile of staff, and the physical working environment. Appropriate actions were taken where possible in mitigating these risks. Areas



of particular concern for departments remain the attraction and retention of suitable staff, while issues of poor ventilation, temperature control and noise levels in the building continue to have a negative impact on the perception of the working environment by staff and students alike.

Overall, the Faculty continues to function effectively, and indeed in many areas is going from strength to strength. It appears to be well-positioned to realize its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg, aligned with the UJ Vision of being an international university of choice, anchored in Africa and dynamically shaping the future.

A handwritten signature in black ink, reading 'Federico Freschi'. The signature is fluid and cursive, with a large, sweeping 'F' and 'F' at the beginning and end.

**Federico Freschi (Prof.)**

Executive Dean: Faculty of Art, Design and Architecture

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# FACULTY OF ECONOMIC AND FINANCIAL SCIENCES (FEFS)

## OVERVIEW

Despite being in existence now for eight years, and having established a clear financial focus, the Faculty of Economic and Financial Sciences (FEFS) remains responsive to its ever-changing environment. Getting to grasp the complexity of an environment constituted of academic, social, economic and business dimensions is one thing, but responding to the educational demands it presents requires ongoing self-reflection, review, effective planning and management and naturally, determination. It is for this reason that 2012 marks just one year in a period of reflection and review on various fronts, as well as some consolidation on others. Given the economic and social shifts that are occurring in the South African environment (and internationally), it is critical for the Faculty to rethink its programme offerings and how they are packaged and delivered, as well as its other areas of academic and scholarly activity, in its endeavour to be relevant, competitive, and sustainable.

The following are just some examples which serve to illustrate the period of reflection and review that the Faculty is going through:

- the development and implementation (in 2012) of a new Bachelors of Accounting degree in line with the Competency Framework of the South African Institute of Chartered Accountants (SAICA);
- the further consolidation and CESM alignment of the new UJ-specific diploma programmes, which are in their third year of implementation;
- the consolidation of honours programmes in the Department of Economics for implementation in 2014;
- the development of postgraduate diploma programmes in the Department of Accountancy, to particularly cater for profession-oriented education, for implementation in 2015;
- development of professional master's programmes to cater for the demand for profession-oriented education at the level of higher degrees;
- revision of the first year of all the BCom programmes in the Faculty to ensure more appropriate skills development and better articulation to subsequent years of study;
- a revamp of the BCom Economics and Econometrics degree to provide for more quantitative skills development needed for subsequent studies in economics and econometrics, for implementation in 2014;
- the development of a new MPil in Industrial Policy to accommodate the needs of the United Nation's African Institute for Economic Development and Planning (IDEP). The first cohort intake is planned for July 2013. The Faculty also successfully hosted IDEP in the delivery of a short learning programme in Industrial Policy during September/October 2012;

- general review and revision of programmes related to the HEQF alignment process;
- the development of new academic and professional relationships relevant to programmes in the Faculty;
- a reconsideration of the concept of scholarly activity in an academic environment with a large focus on profession-oriented education.

## **HIGHLIGHTS OF 2012**

- An excellent pass rate of 86% of UJ first-time candidates was achieved in the 2012 SAICA Qualifying Exam. Two UJ candidates were placed in the top 10. The total of 256 (first-time and repeat) UJ candidates who passed the exam represent 12.9% of the pool of successful candidates, the second highest number after the University of Cape Town (UCT), when compared with other residential universities. UJ also produced the highest number of successful African candidates in the Qualifying Exam at 25% of the total national output.
- A total of 290 students successfully completed the BCom Honours (Accounting with specialisation in Chartered Accountancy), the highest number of successful students in the Accounting Department's history.
- In line with the historically significant contribution that the Equity Development Programme (EDP) makes to the pass rate of African students at UJ, the throughput rate of Thuthuka students in the BCom Honours programme (specialising in Chartered Accountancy) was 83% compared to the class throughput rate of 61%. Also for the third consecutive year the majority of students who passed the programme were black.
- The Bachelor of Accounting was successfully introduced in 2012 with excellent coordination between modules having been achieved.
- Staff achievements:
  - The Vice Chancellor's Award for Teaching Excellence 2012 was awarded to Prof. Alex van der Watt from the Department of Accountancy;
  - The Vice Chancellor's Award for the Most Promising Young Researcher of Year 2012, was awarded to Prof. Fiona Tregenna from the Department of Economics and Econometrics;
  - In 2012 six staff members of the Faculty completed their master's studies;
  - Three staff members of the Faculty also completed their doctoral studies in 2012;
  - One staff member in the Department of Commercial Accounting passed the second paper of the CA(SA) professional qualification, while another passed the first paper of that qualification.
- A student from the Department of Finance and Investment Management achieved third place in South Africa in the CIMA T4 Part B Case Study of the November 2012 examination. She also achieved first place in South Africa in Performance Strategy at the strategic level of the May 2012 examination.
- Three academic clerks in the Department of Finance and Investment Management passed all three of the CIMA strategic level exams of May 2012. They also passed the CIMA T4 Part B Case Study of the November 2012 examinations.
- The Centre for Competition Economics (CCE) in the Department of Economics and Econometrics continued to grow its activities in teaching and research, including the launch of a working paper series.
- The Centre for Local Economic Development (CENLED) in the Department of Economics and Econometrics implemented two important projects on behalf of the Department of Trade and Industry (DTI) during the year 2012, namely: a capacity-building programme in local economic development to address skill shortages in municipalities, and the facilitation of new Centres of Entrepreneurship at further education and training colleges.
- The Department of Economics and Econometrics was classified among the best five departments of Economics in South Africa, according to the recent Research Papers in Economics (RePec) Classification.
- A successful 2012 Value Conference was held by the Faculty in the Drakensburg.

## **OPERATING CONTEXT AND GOVERNANCE**

The standard governance structure of a faculty remained in place in 2012 for FEFS, with its Faculty Board having met at least once a quarter to consider academic matters relating essentially to policy, programmes, processes and procedures; while the Faculty Management Committee (FMC) met once a month on average to deal with both strategic and operational matters.

Despite its large size relative to the overall University enrolment, the Faculty continues to operate with a very lean (though effective) management team. The Executive Dean is supported by only one Vice-Dean. There are only four academic departments, each with an HoD and two deputy HoDs, supported typically by various programme coordinators and/or subject heads. A Faculty Quality Committee (FEFS QC), consisting of five sub-committees, played an important role in facilitating and coordinating quality arrangements relating to academic aspects such as teaching, learning, assessment, higher degrees, research and programme development.

## **STRATEGIC THRUSTS, FOCUS AND TARGETS/INDICATORS**

FEFS remains committed to the institutional strategic thrusts for the period 2011 to 2020. The Faculty is steadfast in its quest to be recognised as a leader in the provision of high-quality education in the field of finance, through the delivery of an optimal mix of vocational and academic programmes. In 2012 the Faculty identified the following overarching goals: a balanced mix of relevant and competitive programme offerings, effective and efficient enrolment management, well-rounded graduandi and diplomandi, performance-driven leadership, constructive engagement with its community and relevant stakeholders, efficient resource management and active scholarship inclusive of high-impact research. However more specific strategic goals were formulated and evaluated in the context of the institutional strategic thrusts.

## **RISKS AND MANAGEMENT OF RISKS**

Listed below are thirteen key risks identified by the Faculty in 2012. The risk assessments before and after controls are indicated within brackets in that order.

- Loss of staff and inability to attract competent staff (20, 16);
- Academic leadership not effective (20, 20);
- Students cannot finalise registration on web (20, 16);
- Student life experience not good, or not preferred to competitor offerings (16, 16);
- Enrolment management not successful (25, 16);
- Poor performance in professional examinations (20, 12);
- Inability to capitalise on uniqueness of faculty identity (15, 10);
- Loss of accreditation by professional bodies (20, 10);
- Student experience academically not good or preferred to competitor offerings (16, 6);
- Faculty not meeting its objective to increase levels of scholarly activity and accredited research output (6,4);
- Non-compliance with admission requirements (16, 4);
- Leaking of exam papers (25, 4);
- Incorrect and inaccurate academic records (25, 4).

The root causes of the above risks were determined and evaluated in terms of their significance to each identified risk, and the extent to which mitigating strategies would be effective in decreasing the risk assessment. From the above it can be seen that in some cases, despite some mitigation strategies, the risk assessment remains relatively high. The Faculty will engage in a review of its risk climate in 2013.

## **MARKETING**

Apart from participation in the UJ centralised marketing initiatives, the Faculty Marketing Committee (FMaC), consisting of the Faculty Marketing Coordinator and representatives (marketers) from the Faculty's four departments, planned and coordinated a marketing strategy for the Faculty. The following are some of the 2012 marketing activities either initiated by the Faculty or externally initiated in which the Faculty participated: fifth issue of its internal magazine (FACE); update of the Faculty web pages on the UJ website; birthday greetings to staff members as part of internal marketing; two public lectures; participation in the Gordon Institute of Business Science (GIBS) Career Expo; participation in the 'CELL C Take A Girl Child to Work' Event; co-hosting of the UJ-Beeld Youth Conference 2012; participation in the Linden High School Golf Day through the sponsoring of UJ-branded golf shirts; focused advertising in a series of four publications in the *Entrepreneur Magazine*; and a media breakfast comprising theme-focused presentations to media guests.

## **SUBSIDISED ACADEMIC PROGRAMMES**

### **Enrolments**

Enrolment in subsidised academic programmes is guided by the institutional enrolment plan. An enrolment management model was used to estimate the enrolment split between new and continuing students for undergraduate programmes. The split for postgraduate programmes was based on department input.

### **Some key observations relating to 2012 enrolments in general**

- Actual total enrolment in 2012 exceeded the planned target by approximately 4.1%. This was largely due to an underestimation of the number of continuing students, as informed by the enrolment model.
- The above point may in part be substantiated by the fact that new first-time entering undergraduate enrolment was below the planned target by 9.1%, implying that the excess in overall enrolment was largely due to the number of continuing students being underestimated.
- Besides being below the target, first-time entering undergraduate enrolment (degrees and diplomas) decreased by 7% from 3 147 in 2011 to 2 926 in 2012.
- Total enrolment increased by 1.4% from 11 330 in 2011 to 11 494 in 2012.
- Undergraduate enrolment at 10 059 in 2012, represented a drop by just 0.2% relative to 2011, while postgraduate enrolment increased by 14.4% to 1 422.
- Undergraduate degree enrolment dropped by 1% while diploma enrolment increased by 1%.
- As in previous years, the total enrolment for 2012 represented approximately 24% of the total enrolment of the University, effectively making the FEFS the largest faculty in terms of student numbers.

### **Some key observations relating to campus enrolments in 2012**

- In terms of the campus distribution of the 2012 enrolments, there were 1 598 students (13.9%) on APB, 2 696 (23.5%) on SWC, and 7 200 (62.6%) on APK.
- With regards to the change in enrolments per campus relative to 2011, APB enrolment dropped by 35.5% (from 2 476), SWC increased by 39.3% (from 1 935), and APK rose by 4.1% (from 6 919).
- It must be noted that a consolidation of programmes commenced in 2011, with the aim of offering all diploma programmes on SWC and all degree programmes on APK.

### **Some key observations regarding student profile of the 2012 enrolments**

- The change in student profile in terms of race relative to 2011 reflected a rise in African enrolment from 81% to 83%, a decrease in coloured enrolment from 3% to 2%, unchanged Indian enrolment at 5%, and a drop in white enrolment from 11% to 9%.
- The change in composition of first-time entering undergraduate students relative to 2011 reflected an increase in African intake from 87% to 88%, an unchanged coloured intake at 2%, an increase in Indian enrolment from 4% to 5%, and a drop in white intake from 6% to 5%.
- With regards to total undergraduate enrolment relative to 2011, the share of African students increased from 84% to 86%, coloured students fell from 3% to 2%, Indian students remained flat at 5%, and white students declined from 9% to 7%.
- In the case of postgraduate enrolment the proportion of African students increased from 59% to 60%, coloured students remained flat at 3%, Indian students dropped from 9% to 7%, and white students remained flat at 30%.
- As far as gender is concerned, the proportion of female students of total enrolment dropped from 55% in 2011 to 54% in 2012.
- There was a significant drop in the share of female students in the case of first-time entering undergraduate students, from 55% to 50%.
- Except for somewhat of a mixed trend in postgraduate programmes, declines in the share of female students are evident in undergraduate programmes.

## Academic performance

The Dean, together with the Vice-Dean, was in regular engagement with the heads of department on the performance of students during the course of 2012. While particular attention was given by the Dean and Vice-Dean to examination and final results, the heads of department were expected to monitor test results. The examination results were carefully scrutinised by the Dean or Vice-Dean before they were approved for release. Where necessary certain interventions were requested. The following are some key observations in respect of academic performance for 2012:

- the success rate (in terms of degree credits) for undergraduate programmes increased from 81.6% in 2011 to 82.9% in 2012;
- the success rate for postgraduate programmes declined from 72.3% to 71.4%, which was made up of a marginal drop for honours programmes from 72.7% to 71.9%, a noticeable drop for master's programmes from 75.2% to 55.9%, and an increase for doctoral programmes from 29.2% to 60.7%;
- the number of graduates in FEFS increased by 8.8% from 2 525 in 2011 to 2 747 in 2012;
- the graduation rates increased for undergraduate degree programmes from 19.2% in 2011 to 20.1% in 2012, and for undergraduate diploma (and certificate) programmes from 19.2% in 2011 to 21.1% in 2012;
- with regards to graduation rates for postgraduate programmes there was a drop for honours programmes from 57.7% to 55.8%, an increase for master's programmes from 8.9% to 12.1%, and a rise for doctoral programmes from virtually nothing in 2011 to 18.2% in 2012;
- while the total graduation rate in FEFS increased from 22.3% in 2011 to 23.9% in 2012, the proportion of graduates relative to the University total increased from 22.5% in 2011 to 25.1%.

## NON-SUBSIDISED ACADEMIC PROGRAMMES

Departments collectively offered 31 non-subsidised academic programmes (not including the winter schools), of which 21 were active in 2012. If the winter schools are added to the 21, then the total enrolment in non-subsidised programmes amounted to 2 062 in 2012, a 30.4% increase relative to the enrolment of 1 581 in 2011.

The 2012 student intake consisted of 13% white and 87% black candidates (African, coloured and Indian). Of all the non-subsidised programmes, eleven were allocated result codes in 2011 and 2012. Given the enrolment for these eleven programmes, the percentage of qualifying candidates was 39.4% and 36.6% for the periods 2011 and 2012 respectively. Total income generated from non-subsidised programmes amounted to approximately R11.8 million in 2012.

## RESEARCH

The Faculty comprises just four departments which vary in their orientation towards research and scholarly activity. While some departments are more geared towards activity that potentially results in accredited research output, others focus on profession-oriented education, engaged in the type of scholarly activity that may be less likely to result in accredited research output. Notwithstanding this dynamic in the Faculty, all staff members are encouraged to strive towards producing accredited research output.

Ongoing measures continued to promote research and scholarly activity in 2012, such as: public lectures, visiting professors, an accredited journal (to engage with the broader research community), the 2012 Biennial Faculty Conference, internal research funding and other incentives and various capacity development initiatives. Three research and/or training centres also played their part in adding to a culture of research and scholarly activity in the Faculty: the Centre for Competition Economics (CEE), the Centre for Local Economic Development (CENLED), and the South African Accounting History Centre (SAAHC).

Preliminary subsidised publications in the Faculty amounted to 62 items, equating to 37.48 units, comprising 35.25 journal article units and 2.23 book units. Although this represents an increase of only 2% from the 2011 academic year, it may be considered as a temporary level of stability given the very modest levels from which the Faculty started prior to 2008. However the departments aim to renew their research impetus with the aim

of taking the Faculty to a new threshold in the near future. Notwithstanding the small increase in accredited output, academic staff members exhibited a relatively high level of scholarly activity during 2012. Over and above activity that resulted in accredited research output, staff members participated in almost 230 activities that included: contributions to conference proceedings, publications in non-accredited journals or media, contributions to non-subsidised books, research projects and conference presentations and attendance.

## **COMMUNITY ENGAGEMENT**

The following projects were undertaken by departments in the Faculty during 2012:

- the Equity Development Programme (EDP) for African and coloured students studying towards the CA(SA) qualification at undergraduate and postgraduate levels;
- the Old Mutual Investment Group of South Africa (OMIGSA) Imfundo Trust aimed at addressing the country's shortage of black investment professionals and growing the pool of suitably qualified individuals in the asset management industry;
- Soweto Campus Saturday School for Commerce and Science students (grades 10, 11 and 12), sponsored by De Beers Consolidated Mines Ltd;
- collaboration with the South African Foundation for Economic and Financial Education (SAFEFE) and the US-based Council for Economic Education (CEE) and other key partners/stakeholders, in training of teachers and learners in economics;
- a revision class for 22 accounting pupils from Thabanjabulo High School;
- various charity projects, such as: collection and distribution of food, clothing, textbooks and stationery; support of a football club in Manica, Mozambique; support of the iThemba Rape & Trauma Support Centre; fundraising for Cancervive; collection of blankets for the House of Hope Centre; support of the Nkanyesi Stimulation Centre; collection of toys and toiletries for the Karl Sithole Home and collection of toys and toiletries for children at the Chris Hani Baragwanath Hospital as part of Mandela Day.

Projects still under consideration include: a financial planning clinic, a tax clinic and local economic development advice through CENLED.

## **HUMAN RESOURCES MANAGEMENT**

### **Academic staff**

Full-time permanent and contract academic staff totalled 152 by the end of the 2012 academic year, reflecting an increase of 4.1% relative to 2011. With regards to equity, despite the ongoing challenge the Faculty faces in attracting and retaining qualified black academics, it still managed to increase the share of permanent and contract black academic staff members from 33.6% in 2011 to 34.9% in 2012. In total there were 12 resignations and 18 appointments of permanent/contract academic staff during 2012, of which black staff members accounted for 50% of the resignations and 55.6% of the appointments. The Faculty Management Committee consisted of five white and three black members, implying an equity ratio of 37.5%. Female members accounted for 50% of all permanent plus contract academic staff.

With regards to the highest academic qualifications of permanent and contract staff, there was somewhat of an improvement in 2012 in the percentage of staff with master's or doctoral qualifications, relative to 2011. The share of those with a master's degree (as the highest qualification) increased from 35.6% to 42.9%. The share of those with a doctoral degree (as the highest qualification) increased from 16.4% to 16.9%. The share of those without at least a master's degree dropped from 48% to 40.2%. While the percentage of those without at least a master's degree remained relatively high in 2012, it must be emphasised that many hold a professional qualification. In 2012, there were 83 (53.9%) staff members with a professional qualification, some of whom also hold at least a master's degree.

In 2012 six staff members of the Faculty obtained their master's qualification, and a further three obtained their doctoral qualifications. One staff member passed the second paper of the CA(SA) professional qualification, while another passed the first paper of that qualification.

## **Non-academic staff**

Full-time non-academic staff, comprising both permanent and contract employees, totalled 35 by the end of the 2012 academic year, the same as in 2011. With regards to equity, black employees represented 42.9% (15) of all permanent and contract staff and female members accounted for 82.9%.

## **FINANCIAL MANAGEMENT**

The total budget allocation for the Faculty in 2012 was approximately R124.7 million. In 2012, 101% of the budget was utilised in comparison to 92% in 2011. Income from class fees had increased by 6.6% from 2011 to 2012, while expenditure as a percentage of class fees increased from 70% to 72% over that same period. Income from class fees less expenditure remained more or less constant. Although there was a slight overspend in terms of the budget, the Faculty remains prudent in its financial management.

## **STAKEHOLDER REPORT**

Key stakeholders, largely managed through departments, play an important role in raising the profile of academic programmes and promoting scholarship in the Faculty.

- South African Institute of Chartered Accountants (SAICA) – The relationship with SAICA remains strong with several staff members from the Department of Accountancy serving on SAICA committees. A positive accreditation report was received from SAICA after a one-day visit. UJ continued to achieve an excellent pass rate among its candidates in the SAICA Qualifying Exam. Prof. Alex van der Watt serves on the Educational Committee of SAICA, the SAICA Board and the Thuthuka Upliftment Fund Board. He is also a trustee of the Thuthuka Bursary Fund.
- Institute of Directors in Southern Africa – The Department of Accountancy has an agreement with the Institute, on the offering of an extra-curricular course in corporate governance.
- Accounting Practices Board (APB) – Prof. Danie Coetsee from the Department of Accountancy is a member of the APB.
- Association for the Advancement of Black Accountants of Southern Africa (ABASA) – Prof. Ben Marx is a member of ABASA and acts as mentor for their students. The UJ Student Chapter of ABASA was launched on 8 March 2012.
- Association of Heads of Accounting Departments (AHA) – Prof. Alex van der Watt serves as the Chair of AHA, which meets three times a year to discuss issues relevant to accounting education.
- Chartered Institute of Management Accountants (CIMA) – This is the only international accountancy body with a sole focus on business and it is a world-leading professional institute that offers an internationally recognised qualification in management accountancy, focusing on accounting in business. The BCom Honours (Financial Management), in conjunction with the BCom (Finance) and BCom (Accounting) is partially accredited by CIMA. The Department of Finance and Investment Management maintains an excellent relationship with CIMA, and UJ students continue to achieve good results in the CIMA exams. The Department of Commercial Accounting also renewed negotiations with CIMA during 2012 to obtain accreditation for some of its diploma modules contained in the qualifications of CIMA. The first cohort of the new diplomas will only complete their diplomas in 2013 and the Department is working on completing the CIMA accreditation process before the end of 2013.
- The Association of Chartered Certified Accountants (ACCA) – The Department of Commercial Accounting renewed negotiations with ACCA during 2012 to obtain accreditation for some of its diploma modules contained in the qualifications of ACCA. The discussions with ACCA on their accreditation were reinstated at close of the 2012 academic year.
- Financial Planning Institute of Southern Africa (FPI) – The Department of Finance and Investment Management has an agreement with the FPI whereby students who successfully complete the BCom Honours (Financial Planning) programme would comply with all the educational requirements, and those obtaining 60% for the board case study will also meet the exam requirements, in order to be invited to become Certified Financial Planners (CFP®). The Department had a number of graduates who performed



well in their CFP® board exam, placing them firmly on the path of becoming fully qualified Certified Financial Planners.

- South African Council for the Property Valuers Profession (SACPVP) – In February 2012 the Department of Finance and Investment Management received written feedback from the SACPVP confirming the accreditation of the National Diploma: Real Estate for another period of four years. The BCom (Finance) with property valuation and management modules and the BCom Honours (Property Valuation and Management) received favourable comments. The Department was asked to keep them informed with regards to the progress made by students and to submit a request for accreditation as soon as the two-year period has lapsed.
- Property Valuation and Management Advisory Committee (PVMAC) – The purpose of the PVMAC is to keep the Property Valuation and Management Programme in the Department of Finance and Investment Management abreast of developments in the property industry. The first meeting of the PVMAC was held on 13 September 2012.
- South African Institute of Valuers (SAIV) – There is an informal arrangement between UJ and the SAIV in terms of which the SAIV presents two to three guest lectures per semester in an attempt to expose students to the world of work.
- South African Property Owners Property Students Club (SAPOPSC) – The Club is a group of proactive, innovative young leaders in the property industry run by students for students and industry.
- Association for Corporate Treasurers in Southern Africa (ACTSA) – The Department of Finance and Investment Management signed an MOU with ACTSA and currently UJ and ACTSA are busy with legal issues regarding the non-disclosure agreement. This agreement will make the Department the sole training and programme development provider for ACTSA.
- Johannesburg Stock Exchange Limited – An agreement was reached with the JSE Ltd that all full-time BCom Honours (Investment Management) students in 2013 will act as tutors for schools during the JSE/Liberty Challenge in 2013. A proposal by the Department of Finance and Investment Management to be the exclusive research partner to the JSE/Liberty Schools Challenge was accepted by the JSE Exco. The Department hosted the JSE Ltd webinars, a first for a South African university, during lecture times on specific topics. The JSE dealing-simulation platform was used during the MCom (Finance) classes in 2012, where students were given a portfolio of shares which they had to manage and actively hedge. This was a first for the JSE and UJ, and there are plans to expand this programme during 2013 to include both the master's and honours students;
- Royal Institute of Chartered Surveyors (RICS) – The introduction of the BCom Honours (Property Valuation and Management) programme in 2012 will make it possible for the Department of Finance and Investment Management to apply for top international professional status and accreditation by the RICS.
- Chartered Institute for Securities and Investments (CISI) – The Department of Finance and Investment Management hosted a visit by the CEO of the CISI. The visit resulted in the signing of an MOU and the accreditation process for applicable programmes within the Department has started.
- The Chartered Alternative Investment Analyst Association (CAIA) – During 2011 the Department of Finance and Investment Management established a relationship with CAIA and the Department is currently in the process of applying for accreditation from them. The "alternative investments" industry is characterised as dealing with asset classes and investments other than standard equity or fixed income products.
- Department of Trade and Industry (DTI) – The Centre for Local Economic Development (CENLED) in the Department of Economics and Econometrics implemented two important projects on behalf of the DTI during the year 2012, namely, a capacity-building programme in local economic development to address skill shortages in municipalities, and the facilitation of new Centres of Entrepreneurship at further education and training colleges.
- International Economic Development Council (IEDC) – The Department of Economics and Econometrics, through CENLED, has negotiated with the IEDC for the use of its courses in local economic development (with a South African dimension) for the accreditation of local economic development practitioners. In this

regard 15 short courses were approved in 2011 and 2012, which will now form part of the international accreditation process.

- Competition Commission – The Department of Economics and Econometrics continued to engage with members from the Competition Commission on its Centre for Competition Economics (CCE) for capacity building in the area of competition economics through increased activities in teaching and research, including the launch of a working paper series.
- Centre for Operations Research and Econometrics (CORE) in Belgium – A memorandum of understanding for academic collaboration between CORE and the Department of Economics and Econometrics was signed in 2012, with the aim of cooperation on academic activities between the two entities.
- Association of Accounting Technicians, South Africa (AAT(SA)) – UJ's Diploma in Accountancy is accredited by AAT(SA) and the Department of Commercial Accounting has an arrangement with the Association for the provision of an accelerated route for UJ graduates from the Diploma in Accountancy, to become registered accounting technicians. During 2012, the Department enhanced its partnership with AAT(SA) and AAT(UK). The diploma students will register with AAT(SA) as Accounting Technicians after successful completion of the academic component at UJ and their passing the AAT(SA)'s first Professional Test of Competency (PTC). Students will reach the highest membership level at AAT(SA) after some practical experience has been obtained in industry.
- Pastel Accounting – With the continuous training of the Department of Commercial Accounting's staff as Pastel Trainers in the Pastel Evolution Accounting Software Package, a strong relationship with Pastel Accounting has developed; Pastel Accounting also participates in prize-giving functions of the Department and has also expressed an interest in supporting needy students.
- Independent Regulatory Board for Auditors (IRBA) – Prof. A. Dempsey is a ministerial appointment on the Board and chairs the Audit and Risk Management Committee. She and Prof. A. van der Watt serve on the Education Committee.
- Finance, Accounting, Management Consulting and Other Financial Services Sector Education and Training Authority (Fasset) – Prof. A. Dempsey is a ministerial appointment on the Board. Fasset focuses on sectors that have essentially a financial focus and is particularly concerned with the development of financial professionals which has been identified as a national priority. She also chairs the Finance Committee of Fasset.
- Sector Education and Training Authority for Manufacturing, Engineering and Related Services Sector (MerSETA) – Prof. Tregenna, an Associate Professor in the Department of Economics and Econometrics, was appointed by Dr Blade Nzimande in 2011 for a six-year term on the Governing Board of the MerSETA. Prof. Tregenna is also a member of the Finance and Grants subcommittee of the Board which oversees the financial affairs of the MerSETA, and is responsible for grants disbursed by the SETA.
- Zimbabwean Presidential Scholarship (ZPS) – The ZPS, in its fifth year of existence in 2012 at UJ, supported 298 Zimbabwean students with a total budget of about R30 million. The total number of students comprised 28 in their first year of study, 142 in second year, 96 in third year, 18 BCTA students and 14 honours students; about 80% of the total students were in FEFS.

## **ENVIRONMENTAL SUSTAINABILITY**

Although no specific measures to address environmental issues were adopted in 2012, the Faculty continued (as in the past) to encourage certain practices that are considered important for sustaining the environment. Such practices include the use of laptops during meetings thereby minimising on the use of paper, the use of Edulink as a means of engagement with students, making use of recycling facilities for used paper, and avoiding unnecessary use of lights and air conditioners.

## **LEADERSHIP**

As indicated earlier, despite its large size the Faculty operates with a very lean management team. The Executive Dean is supported by only one Vice-Dean. Each of the four academic departments is led by an HoD and two Deputy HoDs supported typically by various programme coordinators and/or subject heads. While the

Executive Dean plays an overarching role in the provision of academic leadership in the Faculty, the four heads of department are at the frontline of leadership that directly impact staff.

The Executive Dean contributes to the institutional leadership through her role as a member of the University's Executive Leadership Group (ELG), Senex, Senate and various other committees and structures. She is supported by the Vice-Dean, who also participates in various committees and structures that are expected to provide leadership in various sub-environments of the University. The Executive Dean and members of her leadership team play significant leadership roles outside of the University in various structures involving government, business, related professions, and the broader academic community. Examples of these engagements are provided under the above section Stakeholder Report.

## **CONCLUSION AND WAY FORWARD**

There can be no doubt that over the years, since its inception, the Faculty has grown in terms of size, scope, and stature. However, as indicated at the beginning, the Faculty now finds itself in a period of reflection and review, bringing under the microscope its various programme offerings and academic engagements. The Faculty aims to build on its areas of core competence, taking into consideration its changing environment, in order to ensure competitiveness, relevance and sustainability. A strategic planning session expected to take place early in 2013, will assist in taking stock and moving forward.

A handwritten signature in black ink, reading 'A Dempsey'. The signature is stylized with a large, looped 'A' and a cursive 'Dempsey'.

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

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# FACULTY OF EDUCATION

## OVERVIEW

In 2012 the Faculty of Education continued to enhance its reputation in alignment with UJ's strategic thrusts. Faculty strategic priorities included achieving excellence in academic programmes, research and community engagement, with a specific focus on developing areas of current strength or uniqueness and areas of potential strength. Another strategic priority was the establishment of the Soweto Campus as a premier teaching, research and community engagement destination. Good progress was made with the strategic priorities. Campus equivalence also continued to receive attention. The Faculty offers academic programmes on two campuses, namely the Soweto Campus, where the office of the Executive Dean is situated, and on the Auckland Park Kingsway Campus. The Centre for Education Rights and Transformation (CERT) is situated in the research village on the Auckland Park Bunting Road Campus.

## SOWETO CAMPUS

Three departments are housed on SWC, namely Educational Psychology, Education Leadership and Management and Childhood Education. The campus is also the home of the Centre for Education Practice Research (CEPR).

A hallmark of the postgraduate Educational Psychology programmes offered at the Soweto Campus is their focus on community psychology, with the specific brief of therapy and counselling at grassroots level. The community ethos and overall philosophy of the Educational Psychology programmes, as well as the research conducted by their research team, are widely regarded as innovative and commendable, in South Africa and elsewhere.

The UJ Institute for Childhood Education (UJICE) coordinates the programme of activities regarding childhood education on the Soweto Campus. This includes the research by the CEPR and the Departments of Educational Psychology and Childhood Education. The institute, with the Funda UJabule School as its core, promotes research and practice in childhood education. The school is a partnership between the Gauteng Department of Education and UJ. It is a public school, but also a research and teaching school, a first of its kind in South Africa. The students in the Foundation Phase Education degree programme participate in classroom activities, learning about the practice of teaching in the school. It also serves as a social laboratory that is unique in South Africa. Research includes ground breaking longitudinal work in knowledge of mathematics learning in the early years of school, early literacy and pre-school competence in Grade R. This research is conducted in collaboration with researchers at the University of Duisburg-Essen in Germany and New York University.

The CEPR is home to two educational research journals. *Education as Change: Journal of Curriculum Research*, and the *SA Journal of Childhood Education*. *Education as Change* is published by Taylor & Francis and UNISA Press and

is listed in the Social Sciences Citation Index of Thomson Reuters. The sixteenth volume was published in 2012, with 120 manuscripts submitted and 20 published. The *SA Journal of Childhood Education (SAJCE)* is published by the Centre, with Sun-Media as production house. Its second volume was published in 2012. The SAJCE was accompanied by a magazine supplement, *Khululeka*, sponsored by the Apex-Hi Charitable Trust, which is aimed at Early Childhood Development (ECD) practitioners.

The Department of Education Leadership and Management serves as the custodian of the Education Leadership Institute (ELI), established in November 2010. In 2012 the ELI successfully concluded the Leadership for Learning Programme in the Johannesburg Central school district (mainly Soweto), in collaboration with the Harvard Graduate School of Education. The programme was funded by the Anglo American Chairman's Fund, First Rand Foundation and Investec in 2012.

## **THE AUCKLAND PARK KINGSWAY CAMPUS**

Two departments are situated on the APK Campus, namely Education and Curriculum Studies and Science and Technology Education. The focus of the programmes at the Auckland Park Kingsway Campus is mainly secondary school education, with postgraduate programmes straddling many areas of learning and research. Science education is one of the strongest programmes at this site. It boasts large numbers of postgraduate students, has ever-expanding research output and is pertinently involved in the development of practising teachers.

## **AUCKLAND PARK BUNTING ROAD CAMPUS**

The CERT is housed in the research village. The imperative of the CERT, as stated in its charter, is to "make a positive contribution to knowledge creation and social transformation" and to create synergy between scholarship, social action and community outreach. Key initiatives in 2012 included The Education Rights of Refugees Project; Asylum Seekers and Migrants Project; The Education Rights Project (ERP); Amplifying Voices – focusing on the relationship between schooling, 'service delivery' and poverty; Community Literacy and Numeracy Project (CLING); and The Post-School Education and Training Project (EPC).

## **RESEARCH**

The Faculty's research, conducted in the CEPR, the CERT and in academic departments, are aimed, ultimately, to enrich and to transform the practice of education. The research footprint is rapidly increasing and the different strong research areas are firmly established. The National Research Foundation Research Chair in Education and Care, awarded to the Faculty in 2012, also testifies to this.

The Faculty's research output has increased significantly during the past few years. The Faculty produced 62.88 accredited research units in 2012 (in comparison with 54.75 in 2011 and 35.33 in 2010), consisting of articles in academic journals, chapters in books and published conference papers.

The many externally funded research projects in 2012 bear further testimony to the vibrant research culture that is developing in the Faculty. Funders included the South Africa Netherlands Research Programme for Alternatives in Development (SANPAD), the Gauteng Department of Education, the National Research Foundation, the Department of Higher Education and Training (with a grant from the European Union), the Foundation for Human Rights, the Rosa Luxembourg Foundation and the Education Policy Consortium.

## **STAFF PROFILE**

In 2012 the Faculty had 54 full-time permanent academic staff members (excluding the Executive Dean) and 22 administration and support staff. Thirty-seven per cent of academic staff were lecturers, 30% senior lecturers, 18% professors and 15% associate professors. The academic staff profile in terms of academic qualifications was 69% doctoral degrees and 31% with master's degrees. The profile in terms of equity reporting was 52% designated (excluding white women) and 48% non-designated. The gender profile was 54% male and 46% female.

## **STUDENT PROFILE, ACADEMIC PERFORMANCE AND ACADEMIC PROGRAMMES**

A total of 3 876 students were enrolled in 2012, 2 960 were undergraduates and 912 were postgraduate students with 4 occasional enrolments. First-time entering undergraduate enrolments decreased to 691 compared to 962 in 2011. This decrease was planned for in accordance with the University enrolment plan. The student profile of the Faculty in terms of demographics was 77% African, 15% white, 4% coloured and 4% Indian.

The academic performance of students was generally satisfactory. The overall course Faculty success rate was 84.5% in 2012 compared to 80.9% in 2011, which is a 4.6% increase. The course degree success rate for the undergraduate degree (BEd) increased in 2012 to 84.2% from 80.4% in 2011.

The extensive tutor system in the Faculty provides support to undergraduate and postgraduate students. Tutors attended various training sessions to equip them with the necessary skills to assist the students with writing skills and study skills and to provide additional support to at-risk students. These training sessions also served to enable tutors to cope with their own studies, while they are tending to the various needs of other students. The Tutor Coordinator tabled a monthly report providing feedback on all aspects pertaining to tutor support at the Qualification Committee meetings.

The Faculty of Education has a strong First-year Experience (FYE) focus. All academics teaching first-year students participate in the FYE focus group. The commitment of the Faculty to supporting the academic progress and well-being of first-year students is also evident in the excursion for first-year students (three days per group during the Easter recess), which was offered for the sixth time in 2012. The Faculty's teaching philosophy can be summarised as follows: "we are committed to the preparation of caring, accountable and critically reflective educational practitioners who are able to support and nurture learning and development in diverse educational contexts". This also captures the essence of the focus of the excursion. In addition, the excursion aims at improving socialisation of students into the University culture, as well as improving retention and pass rates. The excursion also affords students the opportunity to form support groups and staff to interact with students on a more personal level in an informal environment.

Due to the phasing in of a new policy on teacher education qualifications (promulgated in July 2011), the Faculty is required to replace existing programmes with new programmes. This implies a redevelopment of all Faculty programmes, apart from master's and doctoral programmes. Four programmes were submitted to the Council on Higher Education for programme accreditation, namely the Bachelor of Education (BEd) in Intermediate Phase Teaching, the Advanced Diploma in Education: Remedial Education, the Advanced Diploma in Senior Phase and FET Teaching and the Advanced Diploma in FET Teaching. Two programmes were submitted to the Department on Higher Education for Programme Qualification Mix approval, namely the Bachelor of Education Honours (BEd Hons) in Educational Psychology and the Diploma in Grade R Teaching. The Bachelor of Education (BEd) in Foundation Phase Teaching was accredited for implementation in 2013 at the Soweto Campus and at Siyabuswa.

Faculty preparations were focused on the Bachelor of Education (BEd) in Foundation Phase Teaching, offered at Siyabuswa in 2013. The offering of this programme is a collaborative initiative with the Department of Higher Education and Training, the Mpumalanga National Institute for Higher Education and the Mpumalanga Department of Education.

## **COMMUNITY ENGAGEMENT**

The Faculty's main community engagement initiative on the APK Campus, linked to partner schools and community organisations, provided service-learning opportunities to BEd, PGCE, BEd Hons and MEd in Educational Psychology students. The purpose of the service learning is to foster a sense of social and civic responsibility, while at the same time preparing students to become caring, accountable and critically reflective practitioners. The longstanding service-learning partners are Elands Park Primary, Westbury High,

Piet van Vuuren Primary, Vorentoe High, the UJ Metropolitan Academy, Johannesburg Secondary, the Sparrow Foundation, Sparrow Combined, Hope School, the Kingsway Centre for Concern, New Nation Secondary, Unified Comprehensive, Coronationville High, Sparrow Village and the Leigh Matthews Trauma Centre. During 2012 new partnerships were forged with the Thandulwazi Trust, Dowling Street Primary, Laerskool Jim Fouche, Laerskool Generaal Christiaan de Wet and Masimambane College.

The main community engagement initiative on SWC, linked to the Funda UJabule School, provided service-learning opportunities to undergraduate student teachers in the BEd Foundation Phase programme. This included a reading programme at the Maponya Mall; "Olympic Games"; Be a Buddy Day, Grade R "graduation ceremony", and Heritage Day celebrations (also involving a few other schools).

Two other successful community engagement projects that were active in 2011 were the Principal Network and the A-team Project. The Principal Network serves as a resource for principals and schools leaders. In 2012 it hosted several workshops aimed at developing the leadership capacity of school leaders. The A-team is a longitudinal and systemic professional development and research programme, involving science and technology teachers and school management teams in both high schools and primary schools.

The Faculty is the guardian of the UJ Metropolitan Academy (formerly known as Metropolitan RAUCALL School). The school celebrated its twentieth year of existence in 2012. This school once again obtained excellent matric results – a 100% pass rate and 84.6% university exemption.

The Funda UJabule School on the Soweto Campus is not only a research and teaching school, but it also serves the surrounding community in terms of childhood education. Since 2010 the school and UJ staff have been writing a bi-weekly column ("Learn with Funda UJabule"), in the community newspapers of Soweto. In these columns issues related to childhood education and care are discussed. Special attention is given to how parents and other caregivers can assist young children in making progress in school. In addition, staff from the Department of Childhood Education provided structured teacher development sessions to the staff at Funda UJabule. These sessions mainly focused on enhancing their skills as Foundation Phase teachers.

## **PUBLIC ENGAGEMENTS, ALUMNI AND BRANDING**

The Faculty's most prominent public engagement programmes of activities in 2012 were Teachers Upfront and Education Conversations. The CEPR and CERT also hosted a number of public lectures.

Teachers Upfront consisted of a series of conversations on language in education, co-hosted by the UJ Faculty of Education, Wits School of Education, the Bridge Foundation, the Sci-Bono Discovery Centre and the *Mail and Guardian* newspaper. The *Mail and Guardian* published articles on all the conversations. The following topics were addressed: academic literacy and language competence in higher education, language and learning across the curriculum, and using language versus communicating.

A series of education conversations was hosted by the Faculty in partnership with Kagiso Trust and *City Press*. Topics that were addressed were: The National Planning Commission's Education Plan, incentivising educators for improved performance and how the unions have responded to the shifts in the teaching profession, evaluating the role and contributions of teacher unions, and society's responsibility towards education.

The Faculty also continued with its drive to establish and entrench its presence and profile. The Faculty newsletter "Edubrief" was published twice. Faculty staff regularly commented in the media – newspapers, radio and television – on education issues, and Faculty achievements were reported widely in newspapers and other forums. The Faculty also strengthened its relationship with alumni – two alumni affinity groups were active – in Educational Psychology and in Education Leadership and Management.

## **FACULTY GOVERNANCE AND QUALITY ASSURANCE**

The Faculty Executive Committee (F-Exco) consisting of the Dean, Vice-Dean, Heads of Department and the Head of Faculty Administration met twice a month during 2012. The main purpose of the F-Exco is to provide

leadership and management with regards to the execution of the Faculty's vision, mission, values and strategy, as well as quality assurance measures. The F-Exco also serves as an immediate consultation/sounding board for the Executive Dean when necessary.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks should be coordinated cross-functionally within a flat structure for quality assurance purposes. Consequently, Faculty committees play an important role. The following committees were functional in the Faculty: the Academic Ethics Committee, the Community Engagement Committee, the Research Committee, the Initial Professional Development of Teachers (IPET) Committee, the Continuous Professional Development of Educators (CPTD) Committee, the BEd Hons Committee and the Higher Degrees Committee.

The main risk identified in 2012 was enrolment planning due to the phasing out of qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment (particularly at postgraduate level).

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

**Sarah Gravett (Prof.)**

Executive Dean: Faculty of Education



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# FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)

## **OPERATING CONTEXT AND GOVERNANCE**

The Faculty of Engineering and the Built Environment (FEBE) at the University of Johannesburg is one of the largest faculties of its type in South Africa. Because of its size, strategic location in the Gauteng Province and the comprehensive nature of the programmes it offers, the Faculty plays an important role in the development of human capital and relevant knowledge. FEBE offers the full range of professional Engineering and Built Environment qualifications as well as related technical and operations management qualifications. The Faculty is also home to two Technology Transfer Stations (Metal Casting and Environmental and Process Engineering), which focus on developing and transferring technology to industry. This gives the Faculty a broad range of skills and expertise with the potential to address issues from both theoretical and practical points of view.

The vision for the Faculty of Engineering and the Built Environment is: a leader in educating well-qualified professionals in Engineering and the Built Environment, as well as producing applicable knowledge that meets the demands of the South African economy. The Faculty of Engineering and the Built Environment:

- provides education that is fit for purpose, dynamic and adaptable;
- advances South Africa's developmental agenda;
- is a flourishing Faculty in terms of research, innovation, community engagement, teaching and learning;
- practises active leadership and practises the principles of leading by example and engineering the future.

The Faculty strives for excellence in teaching and learning and to be in positive engagement with South African society. Due to the historical location of the different programmes, the Faculty has been located on both the Doornfontein and Kingsway Campuses at UJ. As of 1 January 2012 the Faculty has also adopted the Department of Quality and Operations Management, which is located on the Bunting Road Campus, into the School of Mechanical and Industrial Engineering.

The Faculty consists of 13 departments that span three campuses. The departments are organised into four Schools: the School of Mechanical and Industrial Engineering, the School of Civil Engineering and the Built Environment, the School of Mining Metallurgy and Chemical Engineering and the School of Electrical Engineering. FEBE is the only fully comprehensive faculty of its type in South Africa, and one of the Faculty's strategic opportunities is to leverage the comprehensive nature both in terms of offerings to students, responsiveness to industry needs and in terms of staff deployment and development.

Opportunities for cooperation and collaboration across the technology and science programmes are provided through the school structure and are facilitated by the heads of school. Each school has common academic and

industrial interests and in this environment academic staff members find modes of collaboration in research and in the development of industrial offerings. The Heads of School are responsible for facilitating the Staff Qualification Project in the Faculty – ensuring that adequate supervision is available and finding ways that staff can be incorporated into established research groups.

Administration of the Faculty across three campuses is challenging. There are two administrative departments on each of the Auckland Park and Doornfontein Campuses and one administrative staff member at the Bunting Road Campus. The Dean, Vice-Dean, Head of Faculty Administration and the Heads of School generally have offices/satellite offices on both the Auckland Park and Doornfontein Campuses. Effective meeting planning and communication are essential in this environment.

The governance structure of the Faculty, to some degree, follows the traditional split between Science and Technology programmes, however changes to the composition and mandate of the two quality committees allows effective oversight. There is a Technology Programme Committee and a Science Programme Committee which are primarily responsible for programme quality, operations and governance. These committees, chaired by the Executive Dean, consist mainly of the relevant Heads of Department (HoDs) as well as all Heads of School. In this way we can ensure full involvement in issues. In 2012, Health and Safety representatives were included in the quality committees. For the Technology Programme Committee, invited members include DFC Operations, DFC Project Liaison and Programme Adviser. This was to ensure involvement in the DFC Project implementation and also to support development of new HEQF qualifications. In terms of the Science programmes, an ad hoc committee was formed of the three HoDs in order to facilitate the modified programmes, responding to the ECSA accreditation of 2011 and HEQC alignment. This included input from lecturers and HoDs from the Faculty of Science and the Programme Adviser.

The Faculty Research Committee (chaired by the Executive Dean) oversees research strategy and governance, while the Faculty Higher Degrees Committee (chaired by the Vice-Dean), looks after the administration of higher degrees. In 2012 both a postgraduate and research quality review were initiated using HEQC criteria. These reviews will be completed in 2013.

The Faculty Executive Committee is chaired by the Executive Dean and membership includes the Vice-Dean, the four Heads of School, the Head of Academic Administration and invited members (an Engineering Education Specialist, a Human Resources Business Partner, and the FEBE Financial Accountant).

Both of the Technology Stations (Metal Casting and Process Engineering and Environmental Engineering) are governed by a management committee that is structured as per the MoU with the Technology Innovation Agency.

All departments, technology stations and the Faculty overall have industrial advisory boards which ensure alignment with external bodies and industry.

In 2011 FEBE launched the FEBE Teaching and Learning Quality Forum. This forum has a steering committee (chaired by the Vice-Dean) and is a participative platform for sharing best practice among academic and academic development staff. A major focus in 2012 was the development of the new technology programmes.

## **RISKS AND MANAGEMENT OF RISKS**

FEBE significantly revised its Risk Register in 2012 to reflect the decision by the UJ Council regarding consolidation on the DFC Campus. The risk categories with the highest residual risk are:

- academic (product)
- human resources
- service delivery

The major residual risks, which are receiving attention in terms of control/action plans, have been identified as:

- inability to improve student throughput – particularly the BEng programmes;
- inability of students to find alternative placements in higher education after exclusion;
- inadequate ability of students (those meeting minimum entry requirements);

- inability to support enrolment growth;
- inadequate maintenance of labs and equipment and asset management thereof;
- low staff/student ratio;
- lack of student life-cycle management system;
- inability to attract and retain equity staff;
- low staff morale and motivation.

The major risks in terms of inherent risks (besides the above) are:

- loss of WIL opportunities – the Faculty continues to get support from SETAs and the NSF;
- management of succession planning – the risk with respect to HoDs beyond retirement age has been addressed.

The Faculty, on an ongoing basis, is re-evaluating the risks and also ensuring that adequate control and action plans are in place.

## STRATEGIC THRUSTS, TARGETS AND INDICATORS

The Faculty has continually been reviewing its progress and developing goals to meet its vision. The following summarises the outcomes of the main strategic thrusts for the Faculty for 2012:

- **Teaching and Learning**
  - Development of qualifications for the new HEQF – the technology programmes are developing curricula for the Bachelor of Engineering Technology (BET) and year degrees (Construction Management, Town and Regional Planning and Mineral Survey). 2012 saw the conclusion of many workshops around these developments and the HEQF submissions were completed early in 2013. These will be replacing the National Diplomas and BTechs.
  - Curriculation of BIng Programmes – the science programmes have developed modified curricula to address quality issues identified during the Engineering Council of South Africa (ECSA) Audit in 2011. These programmes should be launched in 2014. An important component of these was to resolve the credit issue for science modules. This issue has largely been resolved.
  - The BEng extended programmes have been discontinued. 2013 will see the implementation of a new paradigm where students instead are enrolled on an extended programme in the Faculty of Science, and may qualify to enter the BEng programme based on academic performance.
- **Research** – Development of Manufacturing Research and Technology Capabilities. This is being led by the Department of Mechanical Engineering Science and will encompass academic offerings, research and technology development and transfer.
- **Community Engagement** – various initiatives are taking place throughout the Faculty. The TechnoLab continues to be the main outreach programme. The Faculty is also developing a more extensive programme to reach students in disadvantaged schools that will foster closer relationships with them, teachers and principals.
- **Doornfontein Consolidation Project** – the project moved into the implementation stage in 2012. Office space allocation and movements were finalised.
- **Launch of Environmental and Process Engineering Technology Station** – the station was launched in the fourth quarter of 2011.

Going forward the Faculty's main focus areas are:

### Thrust 1

- Develop appropriate pedagogies and technologies for HEQC programmes;
- Maintain leadership in terms of ECSA outcomes-based accreditation criteria (currently the only technology programmes accredited according to this criteria);
- Sustain and grow research output performance.

### Thrust 2

- Successfully implement 280 new credit diploma programmes to ensure the comprehensive nature of the Faculty;
- Ensure research and technology strategy is relevant to the entire Faculty.

**Thrust 3**

- Successfully complete the DFC Project;
- Successfully fundraise for further infrastructural development, especially for the DFC Perskor Building.

**Thrust 4**

- Maintain an international profile of academic staff;
- Ensure research is relevant internationally.

**Thrust 6**

- Ensure staff participation in professional bodies, relevant external stakeholders and industry.

**Thrust 8**

- Ensure appropriate resources are available through effective financial management and engagement with external stakeholders.

**TEACHING AND LEARNING PERFORMANCE**

In 2012 the Faculty had a student headcount of 8 468 (8 553 in 2011). While the distribution between degree types did not change significantly there was a noticeable increase within all postgraduate qualifications: MTechs were up by 22%, master's up 15%, DTechs up 29% and doctorates up 38%. Enrolments in the BEng Programmes were down by 7%. This was due mainly to correction in first-time enrolment in 2011 to reduce pressure on laboratory space in the Faculty of Science.

As noted in last year's annual report, given the current staffing levels this number of postgraduate students (master's and doctorates) is deemed to be excessive in terms of our research supervision capacity.

In terms of equity, in the racial distribution of students there was a 6% increase in headcount enrolment of Indian students (from 226 to 240) and a 15% decrease in white students (from 696 to 590). The change in the number of white students is mainly due to a decrease in enrolment on the BEng programmes. Because the headcount of the BEng programme is relatively small this change did not significantly affect the racial distribution between qualification types, but deserves attention. There was a very slight decrease in the percentage of female enrolment (from 31.7% to 31.2%). Female enrolment on the BEng programmes decreased by 12%, but there were significant increases in postgraduate enrolment of female students, most notably for master's and MTechs. The percentage of international students improved slightly from 6.6% to 7.6%, driven mainly by postgraduate enrolments. There was also a significant increase in international students on BTech programmes (18%). This is due to the MoUs in the Mining and Minerals Survey regarding the upgrading of qualifications of Southern African Development Communities (SADC) mining personnel.

The Degree Credit Success Rate (DCSR) remained steady overall (77%), however for modules taught by FEBE there was a slight decline (from 78.2% to 76.8%) due to slight decreases for the National Diploma and to a lesser degree BTechs. There was a significant increase in DCSR taught by the Faculty of Science (66% to 71.5%). From an Entrance Category perspective there was a decline in first-time entering students' performance from 75.1% to 74.8%. There was an overall decrease in the graduation rate from 19% to 17% for the Faculty.

In terms of non-subsidised programmes a number of new programmes were approved in 2012: Sustainable Energy Modules at master's level in the Department of Mechanical Engineering Science and Programmes for Development of ISO Assessors in the Department of Quality and Operations Management.

**RESEARCH**

Research output remained steady for 2012 and will be approximately 108 units compared to 103 in 2011, 60 in 2010, 33 publication units in 2009 and 26 publication units in 2008. The achievement in 2012 maintains the historical record of 2011.

This level of research output can be attributed to the following strategic initiatives:

- introduction of postdoctoral fellowships;
- increase in the number of active visiting professorships;

- aggressive postgraduate expansion;
- increase in the number of staff with doctoral qualifications;
- effective leadership in the Faculty, which is capacitated by the introduction of the school system and the rationalisation of the vice-deanery.

The following research groups are currently active in the Faculty:

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

In addition the Faculty launched a focus on manufacturing and also a project/design centre which has been focusing on solar- and alternatively fuelled cars.

The Faculty strongly encourages appropriate staff members to be rated by the NRF. In this regard, the Faculty's number of staff members who are rated by the NRF stayed steady at seven, however six applications for new ratings were submitted in 2013. The number of postdoctoral fellows in the Faculty grew from 0 in 2008 to 1 in 2009, 4 in 2010 to 10 in 2011 and stood at 12 in 2012.

In 2011 the Faculty underwent a major accreditation audit by the Engineering Council of South Africa. The deficiencies were addressed in 2012 and will be re-evaluated by ECSA in 2013. Of major concern were the laboratory facilities in the Department of Electrical Engineering Technology. The Machines Laboratory has been re-furbished and the studios have now been equipped and are operational. The deficiency in terms of documentation of Exit Level Outcomes in the three science departments was addressed and is also operational.

## **COMMUNITY ENGAGEMENT**

The Faculty continues to engage in a range of community engagement activities. Of strategic interest was the development of a student-industry engagement platform. In 2012 the student-industry engagement was furthered by several field trips to industry partners. Other key activities for the Faculty were:

- Women in Engineering and the Built Environment Summit and Awards Programme;
- TechnoLab School Programmes;
- Society of Women in Engineering and Technology – High School Tutoring.

## **HUMAN RESOURCES**

The issue of vacancies remained stable during 2012, however management of vacancies needs more attention in terms of deployment of vacancies and managing the employment cycle. The Faculty needs to shift attention somewhat to retention and deployment issues as research supervision and teaching load pressures increase. The total staff complement of permanent and fixed-term contract staff in 2012 was 230. There are 148 academic staff members, of whom 56 have doctorates. The percentage of academic staff with a master's or higher qualification is 74%. The Faculty still continues to focus on academic staff development at the master's and doctorate level. There are 36 administrative and 46 technical staff members.

## **ENVIRONMENTAL SUSTAINABILITY**

The Faculty takes the issue of environmental sustainability very seriously and contributes in this regard as follows:

- Exposing students to issues of environmental sustainability – this was through industry speakers during orientation and students' participation in an essay writing competition.

- Undertaking research activities that promote climate change – in this regard the Faculty is involved in research into solar energy and has developed a solar car. The School of Mining, Metallurgy and Chemical Engineering is working with Eskom and the Black Management Forum on energy audits aimed at reducing energy utilisation.
- Promoting efficient energy utilisation – in this regard the Faculty regularly promotes measures directed at efficiently using energy such as promoting switching off lights when leaving offices. The Faculty hosted the Minister of Environment to promote environmental sustainability both internally and externally.
- Provision for the Process Engineering and Environmental Technology Station (PEETS) – in 2012 PEETS provided many students opportunities for research, projects and industry interaction at all levels from diploma to master's.

## **FINANCIAL MANAGEMENT**

The Faculty manages its budget carefully with the assistance of the Financial Business Partner. In terms of the personnel remuneration the Faculty over-expended by R2 872 668.47 in 2012 compared to savings of R422 952.79 in 2011. Vacant posts were not appropriately represented in the 2012 budget. In terms of operational expenses the Faculty overspent by R 415 087.13. This included the ECSA expense of R615 000.00 in 2012 compared to an over-expenditure of R1 073 659.77 in 2011. The Faculty overall overspent in 2012 by R2 902 842.73, the main reason being that vacant posts were not reflected in the 2012 budget. This can be compared to an overspend of R1 332 195.88, including vacancies, in 2011.

## **STAKEHOLDER REPORT**

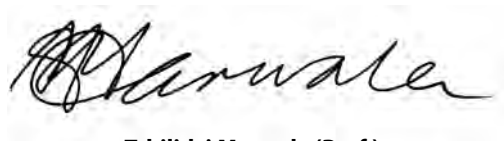
The Faculty, each department and technology station maintains an Industrial Advisory Board to ensure alignment and communication with external stakeholders. This is quite an important aspect of the Faculty because all of the undergraduate programmes in 12 of the 13 departments undergo accreditation by a professional body and thus the Faculty must ensure alignment to professional practice.

The Faculty has MoUs with the Chemical Industry SETA and MERSETA in terms of support for students in industry and WIL. In 2012 the Faculty was successful in obtaining support from the Construction SETA for support of WIL students in Civil Engineering and Construction Management.

## **CONCLUSION AND WAY FORWARD**

The main focus areas for 2013 will be:

- \* introduction of a new Vice-Dean position;
- \* conclusion of postgraduate and research quality reviews;
- \* initiatives with regards to throughput (undergraduate and postgraduate);
- \* review and prioritisation of academic resourcing issues;
- \* strengthening of technical infrastructure and resourcing;
- \* implementation of the DFC Project;
- \* implementation of modified programmes for BEng;
- \* further design and methodology planning for new programmes (DFC).



**Tshilidzi Marwala (Prof.)**

Executive Dean: Faculty of Engineering and the Built Environment

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## FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences continued to focus on the following strategic imperatives during the 2012 academic year:

- implementing strategies to improve teaching, learning and assessment, with a focus on improving success and graduation rates;
- supporting staff in their drive to improve their qualifications profile and develop capacity to increase accredited research output;
- re-structuring programmes in alignment with regulatory body requirements, especially related to the Health Professionals Council of South Africa (HPCSA);
- increasing the number of short learning programmes in the Faculty, in addition to being recognised and registered as a Continuing Professional Service Provider;
- enhancing our international footprint;
- ensuring sustainability and community empowerment in our community engagement activities;
- implementing mechanisms to ensure a better client-orientated paradigm,
- contributing to aspects requiring intervention following the 2009 HEQC audit;
- implementing mechanisms and interventions to reduce our carbon footprint and contribute to sustainable development.

Providing services across three campuses (APB, APK and DFC), 99 full-time academics (there were variations through the year due to resignations), supported by 39 academic support staff, including clinic support staff, provided a service to 3 635 (3 517 in 2011) learners.

This enrolment figure was in line with the enrolment target set for the Faculty. Total undergraduate enrolments were 2 463 (2 291 during 2011) and postgraduate enrolments totalled 1 114 compared to the 1 052 enrolled for 2011. Registrations for master's qualifications increased to 254 from 233, while the number of doctoral candidates grew from 44 to 48 for the reporting year. The overall increase in student enrolments from 2011 to 2012 was 5.8%.

Of the total enrolment, female learners comprised 60.7% of the undergraduate enrolments and 37.2% of postgraduate enrolments, compared to the 60% and 36.7% respectively of the 2011 enrolment figures. The total designated (excluding white females) enrolment increased to 74.1%, an increase of 2.1% compared to the 72% of the 2011 student intake. Of these, African enrolments comprised 64.8 % (62.2% in 2011); coloured was down

to 3.1% from 3.5% in 2011, and Indian comprised 6.2%, unchanged from the 6.3% during 2011. The first-time entering undergraduates were 27.3%.

Enrolment of international students increased significantly from 78 in 2011 to 114 in 2012, an increase of 46%, and comprised 3.1% of total enrolment, an increase of 1% over the 2011 figures.

Total success rates were significantly better than the University target of 80%, with an overall success rate of 85.2%, an increase compared to the 85.1% achieved during 2011. Undergraduate success rates were constant at 86.8%, again ensuring that the Faculty had the highest undergraduate success rates in the University. Postgraduate success rates remained constant at 80%.

Intervention strategies to address areas where success rates in specific modules are not meeting set targets were implemented and monitored on an ongoing basis, through strategies such as the First-year Experience Programme, specific tutoring and allocating lecturers per study year to monitor progress and success. In the undergraduate grouping the first-time entering students again increased their success rate by 0.9% to 80.4%, the highest since 2009.

During 2012, a total of 760 qualifications were awarded, compared to the 859 awarded during 2011. The decrease can be related to the decrease in post-basic student enrolments experienced in 2009. This figure included 56 master's and three doctoral qualifications (49 and three respectively in 2011).

In alignment with national imperatives, the Faculty continually strives to meet equity targets. Of the academic support staff, 79% (77% during 2011) are from designated groupings, while 41.6% (38.8% in 2011) of the full-time academic employees are from designated groupings. Of the nine faculties in the University, the Faculty has the second highest number of full-time academics from the designated groupings and the highest overall transformation figures.

In terms of accredited research output, the Faculty target for 2012 was 58 accredited units, and has submitted 58.49 units for auditing purposes. This is an increase from the 57 units submitted during 2011. Of the 58.49 units, 37.49 were in ISI journals, 13.5 in South African journals and the remaining units comprised chapters in books, books and conference proceedings.

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 NRF, the Medical Research Council (MRC), the Council for Scientific and Industrial Research (CSIR) and the Water Research Commission (WRC). The significant funding obtained, especially from the WRC during 2011, was again matched in 2012, and external funding exceeded R2 million.

During 2012 one visiting professor was appointed (also rated by the NRF), and four postdoctoral fellows assisted in the domains of Sport and Movement Studies, the Laser Research Centre and the Food, Health and Environment Research Group. The eight NRF-rated researchers (in the A, B and C categories) continue to add significant value to the research thrusts of the Faculty and University. Both Dr Houreld and Prof. Gillan's ratings (Y2 and C3 rating respectively) became effective during 2012, following their successful applications during 2011.

Both the research centres in the Faculty (the Water and Health Research Centre and the Laser Research Centre) maintained their status as research centres within the University and continue to add significant value, both nationally and internationally, in their respective domains. The Water and Health Research Centre has played a leading role in assisting the National Department of Water Affairs with the continued problems experienced related to water quality, especially in rural areas.

Three successful public debates covering Global Citizenship and Civic Engagement (Department of Nursing), Medical Tattooing (Department of Somatology) and HIV/AIDS and TB (the MSF – Doctors without Borders) were hosted, with national and international panellists.

The Faculty also hosted a number of international and national visitors, while participating in international visits exploring international collaboration. Our network on the African continent continued to grow, with the Faculty



involved with more than fifteen countries. Activities included joint research projects, curriculum development, advice on infrastructure development and assessments and evaluations. The Departments of Sport and Movement Studies, Optometry and especially Radiography played a significant role in Africa, extending beyond the traditional SADC approach.

The Faculty, specifically the Department of Nursing, hosted its first Fulbright scholar from the University of Colorado, USA.

Twelve pre-medicine students, together with a course facilitator from the Appalachian State University (ASU) in the USA, spent three weeks with the Faculty as a preparatory course before entering medicine studies in the USA.

Ten students from the Faculty visited the USA on a two-week exchange visit, the first international faculty-led student exchange programme in the University. The focus of the programme was Leadership in Health.

Regarding staff qualifications, 84% of staff had at least a master's qualification, compared with 78% in 2011. Of these, 26% also have a doctoral qualification. At least 10 staff members are participating in the Staff Qualification Project of the University, with the aim that all staff should have at least a master's qualification. The Faculty target remains to have 95% of staff members with a minimum of a master's qualification by commencement of the 2014 academic year. Eleven staff members were registered for doctoral degrees, while ten staff members participated in the SANTRUST programme.

Quality assurance remains a key priority within the Faculty. Improvement plans are continuously assessed and all regulatory requirements are complied with. The Faculty also further addressed strategies to ensure adherence to requirements stipulated by the HEQC following the 2009 institutional audit. Furthermore, the Faculty's Quality Plan, as approved by Faculty Board and the programme review schedule for the period 2012 to 2015, was implemented, with a review of the Somatology programmes.

For the reporting year, 54 short-learning programmes were offered compared to 37 during 2011.

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, together with the City of Johannesburg and the Medical Research Council, was done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCCUH). The Department of Environmental Health remains a key partner of the WHOCCUH, with staff members serving on the Executive Committee.

Our community initiative in Riverlea, together with the City of Johannesburg and the Medical Research Council, continues to grow from strength to strength, providing a range of integrated services, including health care, health promotion activities, early childhood intervention programmes and activities to develop capacity in sport within schools and the broader community.

A total of 22 295 patients (18 685 during 2011) were seen by students in all clinics (including satellite clinics) as part of their clinical work-integrated learning.

This excludes a further 2 600 patients who were screened during the reporting year. Students and staff also played a leading role in providing services at activities including but not exclusive to the 702 Walk the Talk, the 94.7 Cycle Challenge, the KES Rugby Festival, the National Squash Championships and various marathons.

Contributing to a sustainable and risk-free environment remains an important strategy for the Faculty. Contributions to minimising our carbon footprint, although in the initial stages, are actively engaged and interventions related to energy saving and waste minimising and recycling activities are being implemented. A Risk Register, which serves on the agenda of the Committees of Faculty Board, Faculty Management, and academic departments and support structures, are regularly updated and assessed for the different domains.

The following achievements and other activities warrant special mention:

- both Dr S. Ramesar and Dr C. Lambert completed their PhD studies;
- Ms B. Negrao was awarded Best Overall Publication by a Young Researcher by the University of Pretoria;
- Dr N. Gower was appointed as a Committee Member of the Ministerial Appeals Committee (Department of Health), and continues as an advisor to the Complementary Medicines Committee by the Medicines Control Council;
- Prof. M. Poggenpoel was inducted into the Hall of Fame by the STTI, the honour society of nursing;
- Ms J. Motto was nominated as one of the Great Minds of the Twenty-first Century, with specific reference to Radiography;
- Dr T.G. Barnard served on the Water Institute of Southern Africa (WISA) Board of Directors;
- a postgraduate student's design on an emergency water bottle was selected as one of the top four designs (Patel Grant Small Pot Challenge) in the world;
- Prof. C. Burnett was rated as one of the top 100 most influential people in Sport in South Africa;
- Prof. W. Harris was recognised by the NRF for achieving an A rating for a third time;
- Dr C. Yelverton was re-elected as Chairperson of the Professional Board for Chiropractic and Osteology;
- both Dr C. Lambert and Mr C. Stein continue to serve on the Senate of the North West Province Training College;
- Dr C. Lambert has been appointed as a member of the Human Rights and Ethics meeting at the HPCSA;
- Ms F. Cassim has been appointed as the Chairperson for both the SGB for Podiatry and the task team to investigate prescription rights by the HPCSA;
- The Department of Radiography facilitated successful workshops in Malawi and Nigeria;
- Prof. H. Abrahamse continues to serve as an honorary member on the Advisory Boards for the World Association of Laser Therapy and World Academy of Laser Applications.

Areas requiring attention highlighted in previous reports include:

- professional boards and associated powers, the introduction of new courses and implications thereof;
- staff retention and recruitment, the impact of the occupational specific dispensation and scarce skills.



**André Swart (Prof.)**

Executive Dean: Faculty of Health Sciences

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# FACULTY OF HUMANITIES

## APPOINTMENTS AND EQUITY

In terms of academic appointments, the Faculty has achieved an equity appointment rate of 67%, and in terms of administrative appointments, the equity percentage is 33%. The combined equity percentage for appointments in 2012 is 63%.

**Table 27: Academic appointments**

| White | Black | Total |
|-------|-------|-------|
| 8     | 16    | 24    |
| 33%   | 67%   | 100%  |

**Table 28: Administrative appointments**

| White | Black |
|-------|-------|
| 2     | 1     |
| 67%   | 33%   |

**Table 29: Total appointments**

| White                             | Black | Total |
|-----------------------------------|-------|-------|
| 10                                | 17    | 27    |
| 37%                               | 63%   | 100%  |
| Designated 63% Non-Designated 37% |       |       |

The overall race profile of the Faculty stands at 38% designated, 53% white, and 8% foreign national.

## TEACHING & LEARNING

### Tutors

For 2012 the Faculty of Humanities initially appointed 137 tutors across 20 departments at the ratio of one tutor per 100 students at first-year level. Departments that required additional tutors were assisted from Faculty reserves, or from their own reserves. The 137 tutor appointments amounted to R3 739 409.52 and the Faculty was granted an actual budget of R3 205 208.16. This meant a shortfall of R534 201.36, of which reserve funds covered R484 019.52. Of the 137, a total of 68 were returning tutors and 69 tutors were new, thus ensuring a fair degree of continuity and experience.

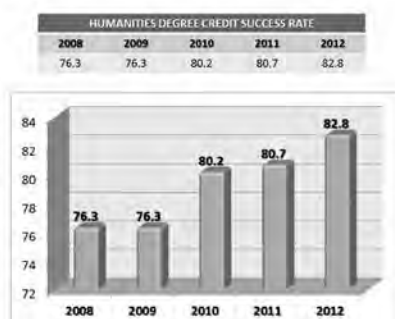
Humanities tutor training was undertaken and was well attended. Academics also conducted department- and discipline-specific training for their respective tutor contingents so training was covered comprehensively.

## Teaching excellence

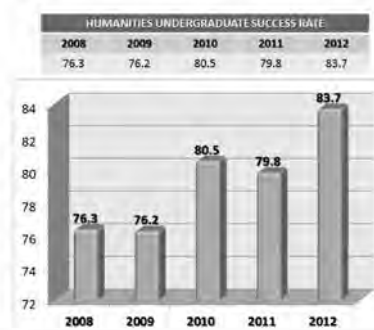
In 2012 the Faculty of Humanities had its third recipient of the Vice-Chancellor's Award for Teaching Excellence since the inception of the award in 2009, Prof. Hennie Lötter from the Department of Philosophy. Previous award recipients are Prof. Carina van Rooyen from the Department of Anthropology and Development Studies and Prof. Nathalie Hyde-Clark from the Department of Communication. Faculty-based awards for excellence were approved in 2012, for implementation in 2013.

## Success rate by programme

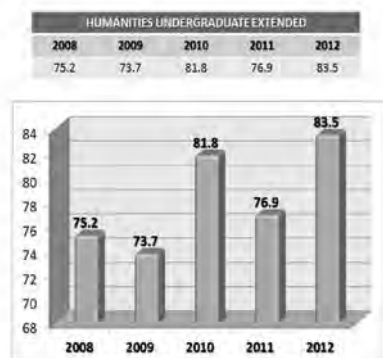
The 2012 success rate in both the undergraduate and postgraduate programmes is most pleasing. The undergraduate success rate can be ascribed to the various initiatives and interventions made by the Vice-Dean Academic, the various teaching-related committees, and the enormous efforts being made by our cohort of dedicated lecturers and tutors.



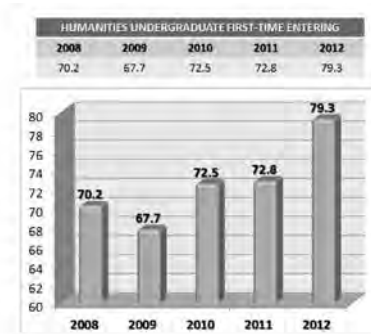
**Figure 5: Degree credit success rate**



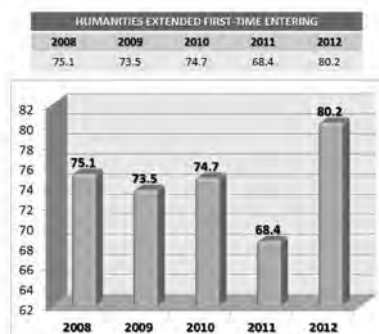
**Figure 6: Undergraduate success rate**



**Figure 7: Success rate in extended programmes**



**Figure 8: Undergraduate first-time entering success rate**



**Figure 9: Success rate in extended programmes – first-time entering students**

**Table 30: Total Humanities graduates 2012**

|              |              |
|--------------|--------------|
| Diplomas     | 54           |
| Degrees      | 990          |
| Honours      | 274          |
| Master's     | 32           |
| Doctoral     | 15           |
| <b>Total</b> | <b>1 365</b> |

## POSTGRADUATE ENROLMENT

The honours, master's and doctorate enrolments all increased during 2012, although the increases could have been more substantial. Ironically, our drive to increase the throughput of postgraduate candidates results in fewer re-registrations each year, which therefore affects the overall enrolment.

**Table 31: Postgraduate enrolment**

|                  | <b>2011</b> | <b>2012</b> |
|------------------|-------------|-------------|
| <b>Honours</b>   | 436         | 411         |
| <b>Master's</b>  | 321         | 321         |
| <b>Doctorate</b> | 128         | 137         |

## RESEARCH 2012

**Table 32: Research outputs over the last four years**

|             | <b>SA</b> | <b>INTERNATIONAL</b> | <b>Total</b> |
|-------------|-----------|----------------------|--------------|
| <b>2008</b> | 66.32     | 45.83                | 110.15       |
| <b>2009</b> | 67.5      | 50.47                | 117.97       |
| <b>2010</b> | 71.62     | 63.12                | 134.74       |
| <b>2011</b> | 70.88     | 72.43                | 143.31       |
| <b>2012</b> | 76.75     | 106.65               | 183.4        |

The 2012 research output in terms of accredited articles (183.4 units) is significantly higher than 2011 (143.31 units). The ratio of articles published in international journals to those published in South African journals is also rising steadily.

**Table 33: The total output submissions to DoHET:**

|             | <b>Articles</b> | <b>Books</b> | <b>Chapters</b> | <b>Proceedings</b> | <b>Total Units</b> |
|-------------|-----------------|--------------|-----------------|--------------------|--------------------|
| <b>2008</b> | 110.15          | 20           | 11.5            | 1                  | 142.65             |
| <b>2009</b> | 117.97          | 23.16        | 6.79            | 0.5                | 148.42             |
| <b>2010</b> | 134.74          | 14.86        | 6.83            | 2                  | 158.43             |
| <b>2011</b> | 143.31          | 4.42         | 10.93           | 1.25               | 159.91             |
| <b>2012</b> | 183.4           | 6.15         | 17.4            | 2.25               | 209.2              |

It is pleasing to note that a larger percentage of the total output for 2012 comprises accredited articles, rather than books, chapters in books and conference proceedings. While the latter categories of output are important in the Humanities, and will remain so, these outputs are not as clear-cut due to DoHET's lack of disclosure of the successful claims in these categories.

## Postdoctoral research fellows

The Postdoctoral Research Fellowship (PDRF) Programme is critical for a steady increase in research output, and for contributing to the intellectual profile and activities in the Faculty. In 2012 there were 27 PDRFs in the Faculty. These fellows are hosted in the following Departments and Centres: Sociology, Politics, Anthropology and Development Studies, Greek and Latin, Philosophy, Religion Studies, Centre for Sociological Research, Centre for Social Development in Africa, Centre for Culture and Language in Africa and the South African Research Chair in Social Change. The output subsidy generated by the publications of the PDRFs is returned to a Reserve PDRF Fund, which ensures that the fund is self-sustaining.

## Rated researchers

The total number of rated researchers in 2012 is 22. The highlights are the addition of a P-rated researcher (Prof. Broadbent) and an additional B researcher (Prof. Vale).

**Table 34: Rated researchers**

| Name                       | Rating    |
|----------------------------|-----------|
| Metz T.H. Prof.            | A2        |
| Geldenhuis D.J. Prof.      | B1        |
| Hamilton L. Prof.          | B1        |
| Hendrickx B.C.E.J.B. Prof. | B1        |
| Scott-Macnab D. Prof.      | B2        |
| Vale P. Prof.              | B3        |
| Conradie C.J. Prof.        | C1        |
| Cloete G.S. Prof.          | C2        |
| Collins K.J. Prof.         | C2        |
| Henderson W. Prof.         | C2        |
| Hendrickx T. Dr            | C2        |
| Landsberg C. Prof.         | C2        |
| Lombard M. Dr              | C2        |
| Mackenzie C.H. Prof.       | C2        |
| Patel L. Prof.             | C2        |
| Scherzinger K.I. Prof.     | C2        |
| Uys J.M. Prof.             | C2        |
| Knight Z. Prof.            | C3        |
| Frenkel R. Dr              | C3        |
| Beukes S.M. Prof.          | C3        |
| Broadbent A. Prof.         | P         |
| Groenewald G. Dr           | Y1        |
| <b>Total</b>               | <b>22</b> |

## **RESEARCH CENTRES**

### **Centre for Sociological Research (CSR)**

Prof. Ashwin Desai assumed the Directorship of the CSR in July 2012. The CSR engages in a wide range of research areas, including a project on Alternatives in Development (SANPAD) in the township of Chatsworth in Durban, civil society discussions and mobilisations around BRICS, racial inequalities in familial and economic institutions and the consequences for adolescents in post-apartheid South Africa, the sociology of law and sport, as well as a collaborative project with the Department of Sociology on contested youth identities in higher education in universities in India and South Africa.

### **The Centre for Social Development in Africa (CSDA)**

Led by Prof. Leila Patel, the CSDA is consolidating its research footprint locally and internationally as a leading research centre in the field of social development. Its diverse research foci contribute to knowledge, strategic thinking, debate, dialogue and critical policy perspectives in government, civil society and in corporate social investment. The Centre continued to sustain its track record of accredited research output and has a solid pipeline of accepted accredited journal articles. Increasingly, the Centre is a reference point in the global south for international staff and student exchange and as a collaborating partner in socially relevant research. In 2013, the CSDA intends to build on these strengths and to continue to grow the Centre as a leading social development research site in Africa.

### **Centre for Anthropological Research (CfAR)**

Thea de Wet, Professor of Anthropology and Development Studies, has been the part-time Director of CfAR since 2011. CfAR consolidated its programme of research in three areas: Evidence-Informed Policy, Urban Issues, and Human Biological and Cultural Origins. CfAR's Evidence-Informed Policy team has been particularly successful in securing a number of international grants. The group produced two systematic reviews with relevance to pro-poor policies. Both reviews assess evidence about how microfinance enables poor people to engage in economic opportunities; one has a specific focus on sub-Saharan Africa and the other focuses on women. The two reviews have been cited widely and have helped to shape microfinance policy internationally, influencing international donors, and informing decisions of local microfinance institutions. CfAR also continues its research and activities around urban poverty, livelihoods and well-being. Drimolen, in the Cradle of Humankind, is the third-richest hominin-bearing site in southern Africa—research there continues to shed light on our distant ancestors. Archaeologists in the micro-TrACKS programme investigate and publish in local and international journals on the evolution of Stone Age human cognition and knowledge systems.

### **South African Research Chair in Social Change**

This government-funded research chair is held by Prof. Peter Alexander. In addition to Alexander's salary, the government, through the National Research Foundation, also supports three postdoctoral fellowships and bursaries for three doctoral, three MA and three honours students, part of the salary of a senior researcher, and some research costs. Additional funds have been raised from the Rosa Luxemburg Foundation and the Raith Foundation. The Chair focuses on social change, specifically in South Africa, but has undertaken international comparative research. In the past year, members of the unit have published five books: *Mining Faces: An Oral History of Gold and Coal in South Africa, 1951-2011* (Dhiraj Nite and Paul Stewart), *Industrial Relations and Conservative Governments in the Eighties: Argumentation and Linguistic Strategies* (Claudia Ortu), *Contesting Transformation: Popular Resistance in Twenty-first Century South Africa* (Marcelle Dawson and Luke Sinwell, eds), *Marikana: A View from the Mountain and a Case to Answer* (Peter Alexander, Thapelo Lekgowa, Botsang Mmope, Luke Sinwell and Bongani Xezwi) and *Class in Soweto* (Peter Alexander, Claire Ceruti, Keke Motseke, Mosa Phadi and Kim Wale, formally published in 2013). The research on Marikana had considerable public impact, internationally as well as in South Africa, and the book has been revised for UK and US publishers. The unit is undertaking follow-up research on Marikana and a major ongoing project on the Rebellion of the Poor.

## **Sanlam Centre for Public Management and Governance**

The Centre, managed by Executive Director Prof. Christelle Auriacombe, caters for professional public sector capacity building by way of non-formal extra-curricular programmes; cooperative training and research initiatives with local government, industry and societal organisations; workshops and consulting. The Centre provides valuable training in various areas of Public Management and Governance to a number of public sector employees. There is also a strong research arm to the Centre.

## **Centre for the Study of Democracy**

The struggle for democracy in South Africa inspired democrats around the world. But, while it is almost twenty years since a democratic system was achieved here, there was, until the Centre's establishment, not a single academic institute dedicated to the study of democracy in South Africa. The Centre for the Study of Democracy, a joint initiative of the University of Johannesburg and Rhodes University, fills this gap, under the Director, Prof. Steven Friedman. The Centre is dedicated to an attempt to understand democracy and the specific forms it takes within South Africa and on the African continent. To this end, it has developed a substantial research programme. The key component is a programme of research into relations between citizens and the state. Specific areas of focus are:

- an attempt to understand opportunities for and obstacles to citizen participation in democratic governance;
- the role of civil society organisations as vehicles for citizen voice;
- ways in which citizens who do not participate in civil society organisations make their voice heard in South Africa and other African democracies;
- the role of provincial and local government in the exercise of citizen voice.

## **South African Research Chair in African Diplomacy and Foreign Policy**

The Chairholder, Prof. Chris Landsberg, took up the position on 1 September 2012. During the four months pertinent to this report, offices have been established, researchers and research associates have been appointed, and a number of publications have been concluded. This promises to be an important and highly productive Chair.

## **QUALITY ASSURANCE**

Quality assurance is a broad initiative, and is integral to the total academic function in the Faculty. The Dean and Vice-Deans, together with the interlocking system of Faculty committees, are continuously engaged in policy formulation and implementation and this committee system represents the custodians of academic quality in all of its facets.

The Humanities Quality Committee is responsible for the overall quality assurance of Humanities disciplines and qualifications, and directs the planning of the academic quality reviews in the Faculty. The following formal review activities took place in 2012:

- The entire range of service modules in the Department of Applied Communicative Skills was reviewed, reports were completed and an improvement plan put into place;
- The National Diploma in Public Relations and Communications in the Department of Strategic Communication;
- Preparatory work for the 2013 review of all one hundred and four postgraduate programmes;
- Preparatory work for the 2013 external review of the professional Psychology programmes by the Health Professions Council;
- A review of the Humanities PQM was undertaken in 2011 and 2012 to address the needs of alignment to the new HEQF, to address timetable problems as a result of extensive module options, and to address changes in market needs. This PQM review will be concluded in 2013.



## **FACULTY SEMINARS AND EVENTS**

The Faculty launched its public seminar series in 2007. The intention of these lectures and seminars is to create a premier forum for academic discussion and debate. In 2012 the Faculty held 11 Humanities Public Lectures, and speakers included Prof. Shula Marks, Prof. Jake Lynch, Prof. Neville Alexander and Prof. Anya Schiffrin.

The Department of Sociology with the Department of Anthropology and Development Studies hosts a seminar series, which included 30 prominent South African and international speakers in 2012.

As part of the seminar series the Faculty also hosts the annual Helen Joseph Memorial Lecture. The focus of the lecture is to honour Helen Joseph as an iconic figure, unceasingly committed to the service of others. The keynote address at the 2012 lecture was entitled "Following in the Footsteps of Helen Joseph" and delivered by Thuli Madonsela, Public Protector.

The Afrikaans department hosted the annual N.P. van Wyk Louw Memorial Lecture, presented by Prof. Joan Hambidge, with the title "...en alles dans en ryk na naamlose dinge uit" – NP van Wyk Louw en die Kanon".

A number of academic departments, including Philosophy, Greek and Latin, Historical Studies, and English, among others, hosted scholarly seminars, and the total of academic seminars in Humanities in 2012 exceeded 80.

## **Humanities prize giving**

Annually, the Faculty honours its top achievers at a Humanities prize giving event. All those who have graduated *cum laude* within BA, BA Honours and MA programmes, and all doctoral graduates, are recipients of a Faculty prize and certificate. The event aims to recognise students for their outstanding academic achievements.

## **Top Achievers' Club**

As part of the UJ Top Achievers initiative, the Faculty also launched a Top Achievers' Club in 2011. The Club includes undergraduate students, excluding final-year students, with an overall average of 75% and no subject pass below 70%.

## **Dean's List**

The Dean's List, hosted late in the second semester, identifies those from second-year, third-year and honours study level who could be potential postgraduate students for the future. Besides delicious food and drink, information on further study, programmes and bursaries is provided, with speeches from prominent lecturers and professors from within the Faculty.

## **Creative writing prizes**

The UJ Prize for Creative Writing in Afrikaans for 2012 was awarded to Dan Sleigh for *Wals met Mathilda*, and the UJ Debut Prize went to S.J. Naudé for *Alfabet van die voëls*. The UJ South African Writing in English award-winners for 2012 were Terry Westby-Nunn for *The Sea of Wise Insects* (Debut Prize) and Craig Higginson for *The Landscape Painter* (Main Prize).

## **RISK MANAGEMENT**

The quality of first-time entering students will probably remain on our risk register for years to come, but our various important interventions in the lives of first years are increasingly and considerably reducing this risk. The attraction and retention of senior equity academic staff remains an ongoing risk. The pool is relative small, and the private and public sectors are able to offer attractive packages. One further risk that has emerged recently is poaching by academic institutions wishing to 'trade up', and whose appointment criteria are not as robust as ours. UNISA is one such institution.

## COMMUNITY ENGAGEMENT

Community engagement is an integral part of most departments within Humanities, with staff involved in 25 community engagement projects. These projects fall within the three pillars of community engagement at UJ, namely service learning, community-based research and organised outreach. Projects included youth development programmes, pro bono family therapy, social work first-year internship programmes and involvement with organisations such as Worldvision. There are two flagship CE projects in the Faculty:

- The Sophiatown Project involves social research and is also a grassroots initiative aimed at fostering reconciliation between residents of different races in Sophiatown and, by extension, the country. The project was launched in February 2009, the date chosen to coincide with the commemoration of 54 years since the start of forced removals in Sophiatown. The project is managed by Professor Natasha Erlank. The Sophiatown Project has the potential to transform the relationship between research and community engagement: the project involves the co-creation of knowledge and research agendas, provides agency and identity for complex communities and is an experiment in new ways of creating knowledge.
- The Faculty has taken on the administration of Phumani Papers, a Johannesburg-based NGO that focuses on the empowerment of women through entrepreneurship in rural areas. Phumani manufactures a variety of paper products, often on the cutting edge of handmade paper technologies, and is the only producer of archival paper in South Africa.

## INTERNATIONALISATION

There are currently a high number of individual researcher-to-researcher relationships, between academic staff in our faculty, and academics in Africa and the global arena, including Europe, the UK, USA, India, China, Brazil and Australia. Broader faculty-based initiatives and agreements exist with Hyderabad (India), Hong Kong University, Bordeaux 3 (France), Augsburg (Germany), and Renmin (China). Further relationships are planned in Singapore and with selected members of the prestigious U21 Group.

In conclusion, the Faculty of Humanities is a large and diverse operation, with 19 academic departments, 33 major subjects, 17 undergraduate programmes, 104 postgraduate programmes and almost 250 modules. Diversity in terms of major subjects and modules is at the heart of a Humanities education, but this requires the retention of a number of low-enrolment departments and subjects, which in turn requires cross-subsidisation. Getting the right balance between taking from the 'rich' departments and giving to the 'poor' departments is ongoing, delicate, difficult and necessary.




**Rory Ryan (Prof.)**

Executive Dean: Faculty of Humanities

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## FACULTY OF LAW



The Faculty of Law is a medium-sized Faculty when compared to other faculties and schools of law within the national context, although it is the smallest of the nine faculties of the University in terms of some indicators. As the activities of the Faculty in 2012 show, it does not allow this fact to define it.

At the close of the academic year on 31 December 2012, the Faculty had 38 full-time academic members of staff (excluding the Dean, but including a researcher) who were appointed permanently or on a fixed-term contract exceeding one year. There were 13 professors (including a professor emeritus), one associate professor, nine senior lecturers and 14 lecturers. All the professors, the associate professor and one of the senior lecturers of the Faculty had doctorates. With a single exception, the remaining full-time academic members of staff all held master's degrees. Seventeen (44.7%) of the full-time academic members of staff were female, two foreign and 12 (31.6%) black. Seven had NRF ratings. During 2012, one associate professor was promoted to professor, one senior lecturer to associate professor and one lecturer to senior lecturer.

Thirty-two full-time non-academic members of staff rendered support services in the five academic departments of the Faculty: the Law Clinic; the Faculty's division administering non-subsidised programmes; the Centre of International Comparative Labour and Social Security Law; and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law. As far as the objective of optimal support services (Academic Administration) to enable excellence in the execution of academic core functions is concerned, the Faculty restructured the Dean's Office and additional support members of staff were appointed.

The Faculty uses temporary staff members in its undergraduate programmes by exception only, and deployed two temporary staff members in the traditional law modules, four in the service modules, and one who taught both in the traditional law modules and service modules. Most of the serious risks posed to the Faculty stem from the fact that academic talent in law is a scarce resource in South Africa. This means that losing one full-time member of staff 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, as is the continued development of the younger and less experienced members of staff to enable them to become highly productive in the core functions of the Faculty.

In implementing a talent strategy for recruiting, nurturing and retaining a diverse workforce, the Faculty continued to scout for suitable candidates for appointment to diversify its workforce. This included recruiting its own former students and lecturers from other institutions and legal practice. The Faculty provided special assistance for new colleagues. This included regular meetings between them and HODs, mentors and the Dean. The Faculty carried the cost for one of the new members of staff to complete the Practical Law School in order to be admitted as an attorney, and a second to finalise a master's dissertation. Two professors resigned for career reasons, one of them to take up the position as Dean of the Faculty of Law at another university. By the end of the year, the Faculty had filled almost all its vacancies, and three professors, a senior lecturer and two lecturers joined the Faculty when the University reopened on 2 January 2013.

One thousand five hundred and eighty-one students were registered in 2012 for the Faculty's undergraduate and postgraduate programmes. The Faculty met all its enrolment targets. White enrolment continued to drop and was 30% in 2012 (34% in 2011). In real terms the number of white students declined from 557 to 472. The Faculty participated in all the steps that the University takes to mitigate the institutionally recognised risk of a drop in white enrolment to below the tipping point. The Faculty also took its own initiatives in this regard, for example sponsoring events at target schools and visiting those schools. For several years now, the majority of students in the Faculty have been female, and the percentage of female students in 2012 dropped marginally to just below 60%.

As far as the number of students taught is concerned, the majority of teaching in the Faculty does not take place in respect of the aforesaid 1 581 law students, but in respect of the service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2012, the Faculty offered service modules to 9 394 such students. The success rate in respect of these modules was 78.6%, and averaged out with the 80.8% success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 79.6%, marginally up from 2011.

Recognising that undergraduate success rates are a risk listed on the institutional Risk Register, the Faculty takes measures and adopts practices on an ongoing basis to mitigate the risk. Senior students were employed to mentor their junior counterparts in the following modules: Law of Persons and the Family, Introductory Legal Studies, Introduction to the Law, Commercial Law 1 and Business Law 1. All tutors had to undergo training before they were employed. The results in modules were monitored on an ongoing basis on both departmental and faculty level. Corrective measures were implemented when needed.

In pursuing a strategy of a First-year Experience (FYE) in the context of an invitational and equitable institution that establishes an ethos and a way of life so that all first-year students experience the transition from school to university life in a positive way, the Faculty has an active first-year students' committee on which all first-year lecturers serve. The Faculty also appointed a highly committed academic member of staff as the first-year students' mentor. The Faculty's first-year programme is a model for other law faculties and includes an integrated tutor system, the varied use of technologies in support of student learning, and the promotion of learning communities and collaborative learning.

In order to ensure that Student Orientation provides a social and academic introduction to being a successful student, the structured first-year programme of the Faculty includes visits to the High Court, a Magistrate's Court and the Constitutional Court. The Faculty co-operates with the Writing Centre in respect of the Law of Delict in terms of a system of writing support and development on second-year level that receives financial support from the Attorneys' Fidelity Fund. Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights and Administrative Law. The Faculty has a well-developed grievance procedure to deal with student complaints. The Law Students' Council discusses teaching and learning issues with the academic staff.

In order to promote an academic mindset that is open to new ways of tuition for a diverse student body, Faculty and departmental meetings are structured to provide a platform for lecturers to review and reflect on their teaching practices, share experiences and generate research and scholarship directly from their own teaching practices and experiences. The Faculty introduced a template requiring every lecturer to undertake a self-assessment as part of the performance development process. The template deals with, among other things, new ways of tuition. Constant engagement with curriculum transformation takes place to cultivate graduates with appropriate competence and knowledge for the world of work and responsible citizenship. This is evidenced by the alignment of all the Faculty's subsidised programmes with the new HEQF guidelines and amendments, which were submitted to Senate during 2012.

Module and teaching evaluations were conducted in terms of a Faculty Quality Plan submitted to the Senate Quality Committee. During 2012, 19 teaching evaluations and seven module evaluations were undertaken. In addition, a review by a panel, which included external experts, was conducted in respect of one of our postgraduate master's by coursework programmes.

As far as academic staff development and performance development is concerned, HODs and other senior members of staff act as mentors to assist junior lecturing staff in developing the full range of competencies required for progress in an academic career and, in particular, to develop research and publication skills. A focused research development programme remains in place, including financial assistance to attend conferences and deliver papers, while less experienced staff members can participate in an internal Faculty seminar programme.

The one academic member of staff without a master's degree was encouraged to complete the study, and his performance in terms of the Staff Qualification Programme was monitored. One member of staff participated formally in the SANTRUST doctoral project, whilst six members of staff were registered for doctoral degrees. One member of staff completed her doctoral degree in 2012. Performance management is linked to a personal development plan for academic staff, particularly in respect of members of staff who do not have a master's or doctoral qualifications.

In order to monitor graduate qualities and patterns of graduate employment after graduation, the Faculty keeps track of the results of the institutional survey of graduate employability. It noted that all its graduates who wanted to enter the workforce secured employment within months of graduation. The Faculty retains contact with its alumni by virtue of its annual Prestige Evening, as well as an annual function for LLM graduates, LLD graduates and selected alumni.

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions. From 4 to 7 October 2012, six of the Faculty's first-year law students formed three moot court teams (one Afrikaans team and two English teams) to compete against teams from various South African universities and a team from Charlotte Law School in the USA at the Ninth Annual First-year Moot Court Competition which was held under the auspices of the University of the Free State at the Bloemfontein High Court and the Supreme Court of Appeal. The Faculty's first-year law students have consistently performed exceptionally well in this competition over the past few years. One of the English teams made the final rounds held on Saturday 6 October 2012 at the Supreme Court of Appeal, where they contested an excellent final round against a team from the University of KwaZulu-Natal. One of our students received an honourable mention at the prize giving and gala night (for a mark of over 85% for speaking in her respective court sessions). The other team members were commended by peers and coaches alike for their performance and argument in their respective sessions overall.

From 1 to 6 October 2012, two of the Faculty's students participated in the African Human Rights Moot Court Competition organised by the Centre for Human Rights at the University of Pretoria, in collaboration with the Faculty of Law at the Eduardo Mondlane University in Maputo, Mozambique. One of our academic members of staff accompanied our students and served as an adjudicator at the competition. The competition was held in Maputo, Mozambique. The competition draws participants from most of the faculties and schools of law from across the continent, including English-speaking, French-speaking and Portuguese-speaking universities, and provides an ideal opportunity for networking among young people and the academics. It is also an excellent forum for appreciating the rich, diverse cultures of the African continent. The competition in Maputo was no exception in this regard. Our students did particularly well on their written work (the Memorials), as the ranking showed that they emerged as the third best Memorials overall.

In addition to formal moot court competitions, all students in the Faculty get the opportunity to prepare written heads of argument and to present an oral argument in the UJ Moot Court as part of their assessment in the courses Introduction to Legal Studies and Law of Civil Procedure. The Faculty considers activities of this nature as an important part of the curriculum and essential in equipping its students with the necessary skills, knowledge and confidence to enter the legal profession.

The Faculty's diversity extends to the socio-economic profile of its students. While attracting students from the top end of the scale who had privileged upbringings and attended the best schools, the Faculty also has students who, for example, live with grandparents who rely solely on social grants. During 2012, the Faculty granted bursaries to 13 students who found themselves in this position. The bursary amounts varied from

R10 000 to R24 000. Between them, these students obtained 26 distinctions. Three completed the LLB degree in 2012. Currently five of them are in their final year. The Faculty also granted 27 meal bursaries during 2012, in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest in the Student Centre. The need in this regard is increasing year after year since the Faculty started with the scheme in 2009.

The Faculty conferred 243 undergraduate degrees during three graduation ceremonies held in 2012. 9.5% of registered students were postgraduate students in 2012. Three doctoral degrees were conferred in 2012, out of 12 students registered. These are the most doctorates the Faculty had ever conferred in one academic year. One hundred and thirty-nine students were registered for master's studies, and 36 master's degrees were conferred in 2012. A dinner was held on 4 October 2012 to celebrate the success of those who had completed their postgraduate studies.

The throughput rate in respect of postgraduate studies is a concern for the Faculty. Postgraduate throughput is listed in respect of the University as a whole in the institutional Risk Register. Several strategies were implemented with a focus on postgraduate studies. Research methodology was introduced to support postgraduate students and to increase good throughput. Subject to its abilities, the Faculty made bursaries available for disadvantaged students to engage in postgraduate studies and to encourage others to study full time.

In 2012, the Faculty presented 12 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, environmental law and the drafting of statutes. Several of the programmes are presented in two-year cycles and comprise more than one module. In 2012, the enrolment for the modules in these programmes was close to 1 600. Of these, around 1 050 students completed the programmes they registered for in 2012. The programmes drew students from several African countries, mostly from the SADC region, but also from countries farther afield. The programmes generated an income of nearly R15 million, which resulted in a net surplus to the Faculty of around R2.8 million. However, more than R1 million thereof is earmarked for the Law Clinic.

The Faculty has always given due recognition to its top achievers. The annual Prestige Evening is a prize-giving function which has become an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsor prizes and bursaries (some as high as R30 000 per student) for purposes of this function. The occasion has developed a gravitas of its own and provides a firm link between the Faculty and its sponsors, alumni, student prize winners and their parents. The event is attended by a range of stakeholders, including members of the judiciary, bar, side bar and business world. During the Prestige Evening held on 14 May 2012, awards, prizes and bursaries were awarded in 74 categories to 115 recipients.

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers were involved in coordinating and presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. The Faculty's relationship with the profession enables it to work closely with various law firms in, for example, securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers.

A great number of law firms and other organisations within the legal industry attended the annual UJ Law Career Day on 9 May 2012. This event is hosted by the Faculty and PsyCaD. The Faculty's relationship with stakeholders in the industry benefits not only the Faculty and academic staff members, but ultimately its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. During 2012 Judge A. van Niekerk delivered a lecture on dispute resolution to the final-year LLB students in the module Labour Law.

In the middle of 2012, five of the Faculty's professors visited the Beijing Normal University in China and presented papers to the Faculty and students of that university. In November, a delegation from that university visited UJ and an MoU was signed. The Faculty also signed MoUs with the Strathmore University, Nairobi (Kenya), the Erfurt University of Applied Sciences and the Friedrich-Schiller University of Jena (Germany). In addition, the Faculty has active exchange agreements with six other foreign universities, namely the National Law University in Jodhpur (India), the Free University in Amsterdam (the Netherlands), Saarland University (Germany), the University of Antwerp (Belgium), Yeditepe University (Turkey) and Reykjavik University (Iceland).

Apart from this, the Faculty and its members have other strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. During 2012, this included delegations from the World Bank, India, Malawi, China, Germany, Turkey and the United Kingdom (England and Wales). In addition, the Faculty serves as an Information Centre for the Hague Conference on Private International Law in terms of a formal agreement.

The Faculty and the Institute of Private International Law in Africa became members of the Global Forum on Law, Justice and Development (World Bank). Members of the Faculty participated in the VC's visits to East Africa and West Africa respectively. One of the intended outcomes of the East Africa visit is an international conference held at the University against the background of the conclusion of the work of the International Criminal Tribunal for Rwanda. An NRF Chair in International Law was awarded to the University, the only one awarded in the discipline of law in 2012.

The Faculty hopes that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of more than 50 subsidy-generating publication units in respect of articles published by members of the Faculty. It will also seek to submit claims in respect of chapters in three books and two conference proceedings. Faculty members were involved in updating several standard law textbooks and contributed numerous chapters in non-subsidy-generating books. Members of the Faculty have also been responsible for several other publications. These include articles in non-accredited journals, several book reviews and the updating of loose-leaf publications.

Annually Faculty members present around 100 research papers at conferences, symposia, workshops and the like, of which approximately a third are abroad. Other research activities included three public lectures presented by eminent foreign legal experts. One of our Faculty members was awarded the Congressional Gold Medal after the conclusion of the First World Congress of Labour Law and Social Security, held at Chihuahua, Mexico, in October 2012 by the American Association of Jurists of Labour and Social Security.

The Faculty had four active research centres in 2012, namely the Institute for Private International Law in Africa, the Centre for Banking Law, the Centre of International Comparative Labour and Social Security Law (CICLASS) and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), which is based at the Old Fort on Constitutional Hill. These research centres produced publications, arranged seminars and submitted reports to national and international bodies. Some of them were also involved with the training of students by way of non-subsidised programmes.

Of particular note was the Annual Banking Law Update, held on 23 May 2012. The Centre for Banking Law arranged this event, which has been presented for more than two decades. The keynote speaker was Prof. Benjamin Geva of Osgoode Hall Law School, York University (Canada).

CICLASS maintained a number of collaborative relationships with colleagues and institutions both locally and abroad. Locally this includes the Institute of Development and Labour Law at the University of Cape Town and the Friedrich-Ebert-Stiftung's South Africa Office. Overseas institutions include the Max Planck Institute for Social Law and Social Policy in Germany and the Department of Labour Economics and Industrial Relations at Namik Kemal University in Turkey. CICLASS negotiated the memorandum of understanding with the Faculty of Applied Sciences at Erfurt University of Applied Sciences (Germany) and initiated negotiations towards the conclusion of another MoU with the Max Planck Institute for Social Law and Social Policy.

CICLASS was involved in two research projects commissioned by the Friedrich-Ebert-Stiftung's Zambia Office. The first project was a survey on non-governmental, community-based and faith-based organisations' materials and needs in the promotion of social protection in the SADC and the second one was on considerations towards the successful implementation of social security and/or retirement reforms in SADC countries. The Centre, in collaboration with other structures of the Faculty, organised an international labour law and social protection conference on The Changing Face of Work: Challenges for Regulation from 27 to 29 August 2012, which was held in the Council Chambers at APK. This conference attracted the participation of scholars from local institutions as well as from abroad. It benefited greatly from the active participation of highly regarded scholars such as Professor Sir Bob Hepple (United Kingdom), Professor Manfred Weiss (Germany); Judge André van Niekerk (South Africa) and Professor Darcy du Toit (South Africa).

The Director of the Research Centre for Private International Law in Africa represented South Africa at the Special Commission of the Hague Conference on Private International Law on the Hague Principles on the Choice of Law in International Contracts. He was requested to form part of the Special Commission's Drafting Committee and was asked to co-author the Hague Conference's Official Commentary on the Hague Principles.

The South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), which receives generous funding from the University Research Committee, organised a number of highly successful colloquia and conferences. The year began with a major conference in the field of business and human rights, attracting 16 top academics from around the world. The conference was held at Constitution Hill and attracted a large audience of interested parties. The focus of the conference was to critically consider the United Nations Framework and Guiding Principles on Business and Human Rights. Cambridge University Press has accepted a book edited by the organisers of the conference (one of them a member of the Faculty) which is to be published in 2013 and titled *Human Rights Obligations of Business: Beyond the Corporate Responsibility to Respect?*

In the middle of the year, SAIFAC organised a conference focused on the work of Frank Michelman, who is a famous Constitutional Lawyer in the United States who has written extensively on South Africa. The conference attracted numerous luminary judges, including the late Chief Justice Chaskalson, Judge Dennis Davis and Judge Edwin Cameron. Prof Michelman gave a keynote lecture in the foyer of the Constitutional Court which attracted many members of the legal profession. A special edition of the *Stellenbosch Law Review* is expected in 2013 from the papers submitted at the conference.

To end the year, SAIFAC continued its partnership with North-West University to organise the Fifth International Law Seminar. A number of leading academics attended the seminar on the Arab Spring and International Law. SAIFAC continues to enjoy a strong relationship with the Konrad Adenauer Stiftung, which has supported many of these initiatives financially. For the first time, SAIFAC also employed a researcher and a research assistant in 2012. This enabled it to increase its research output and to have representation at a larger number of academic events internationally.

To promote constitutionalism and human rights more widely in society as a whole, SAIFAC continued to work together with Constitution Hill and the Constitutional Court Law Clerks to produce the Constitution Hill Debating Tournament. The aim of the tournament was to educate learners about the Bill of Rights in an exciting, informal format as well as to develop their analytical and oratory skills. In 2012, the project involved 40 previously disadvantaged schools in three areas: Thembisa, Katlehong and Soweto. Attention was given this year to the qualitative improvement of learners' skills. Twelve of the schools were selected for the quarter- and semi-finals, which took place at Constitution Hill. Here, the learners were given a history of the Bill of Rights. The finals took place in the historic venue of the Women's Jail. SAIFAC hopes to continue to use its expertise in fundamental rights to improve learners' understanding thereof and to deepen a culture of respect for rights in our society.

The Faculty is particularly proud of the Law Library. The senior members of the Faculty ensure that the collection is maintained and continuously expanded to allow the academic members of staff to remain at the cutting edge of their disciplines and enable the researchers to produce publications of international stature. Foreign



visitors are highly impressed by the Law Library and confirm that it is a world-class one. The Faculty has a close relationship with the law librarians and value their contributions to the success of the Faculty, including the training they provide to our undergraduate and postgraduate students.

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 department are members of the Dean's Committee.

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

In 2012, a total of 254 final-year students registered for the subject Applied Legal Studies, of which the UJ Law Clinic forms an integral part. Fifty per cent of a student's mark for the subject is derived from continuous formative assessment by the clinic attorneys. Valuable free legal services were again rendered to those members of the community with either a low or no income, to the extent that the clinic engaged in a total of 2 102 consultations with members of the public.

The number of hours that free legal services were offered at the end of 2012, (excluding the hours done by staff members of the Law Clinic), amounted to 17 840 hours. From a monetary perspective, the value of the legal services provided, if calculated at an average rate of R800 per hour (which in practice would be considered as a low rate), would have been worth R 14.27 million.

Students of the Law Clinic celebrated Mandela Day on 18 July 2012 by contributing to the various University activities planned at the Helen Joseph Hospital. The Faculty distributed informative brochures regarding basic human rights. It is essential that everyone in our country understands their rights, including underprivileged groups within our society.

The Law Clinic continued to strengthen international ties. On Wednesday 17 October 2012, a nine-person delegation from India and the United Nations Development Programme visited the UJ Law Clinic on the Soweto Campus. The delegation was led by the Honourable Mr Justice Pinaki, Chandra Ghose, the Acting Chief Justice of Andhra Pradesh and Member of the Indian National Legal Services Authority, and consisted of legal and government dignitaries. The visit was aimed at gathering information that could be applied in a roll-out of similar programmes in India. This followed a similar governmental delegation from Liberia hosted by the Clinic in 2011.

Recognition for the Law Clinic's work finally came in the form of an award for First Prize: Best Community Engagement Project, bestowed upon the Law Clinic at the UJ Alumni and Community Engagement Awards evening hosted by the Vice-Chancellor. The award came after a comprehensive investigation had been conducted into the state of community engagement in the University. This study was done under the guidance of an external consultant.

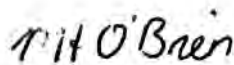
Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises, and cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. They are called upon to provide leadership and technical assistance inside and outside the University and in both the local and the international arenas. They do so in various capacities, including as members of workings groups, steering committees, editorial boards and discipline-related societies.

The *Journal of South African Law* (better known by its Afrikaans acronym *TSAR* – *Tydskrif vir die Suid-Afrikaanse Reg*) is edited by members of the Faculty. Since its launch in 1976, the journal has grown into one which has been

included, since 2009, on an internationally acknowledged leading list of accredited journals (in the *Social Sciences Citation Index – SSCI* – under the auspices of Thomson-Reuters in the US). By becoming one of only a handful of South African law journals to be included on an internationally acknowledged list and the only general legal journal to attain this standing among internationally acclaimed and accredited journals, the scholarly content of the journal is recognised internationally. This stature was further enhanced by the journal being fully indexed and covered by SCOPUS under the auspices of Elsevier in Europe. SCOPUS is the largest abstract and citation database of research literature and quality web sources, covering nearly 18 000 titles from more than 5 000 publishers, including 16 500 peer-reviewed journals in the scientific, technical, medical and social sciences (including the arts and humanities) fields. *TSAR* has been available on HeinonLine electronically for two decades. This coverage has enlarged the international foot print of the journal and the research published in it, to the advantage of the authors, and serves as a showpiece for the University. 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 839 pages in 2012. Fifty academic articles that met the stringent double-blind peer-vetting requirements were published, including 29 from non-UJ affiliated contributors and two foreign international contributors from Europe and China. This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast of more foreign contributors.

The contributions in *TSAR* have been quoted (and often followed) by our courts in reported judgments over the years, including by the Supreme Court of Appeal and the Constitutional Court. This is deemed to be the best measure to weigh the real impact factor of any legal contribution worldwide and is to be preferred to the so-called citation counting that is acceptable in some other disciplines. Every rated legal text book on South African law contains numerous references to, and citations of, contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications. By becoming, in 2009, one of only a handful of South African law journals to be included on an internationally acknowledged list and the only general legal journal to attain this standing among internationally acclaimed and accredited journals, the scholarly content of the journal is recognised internationally. *TSAR* acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection. It is the only South African law journal to be included in the renowned *KJB*-index published under the auspices of the German *Bundes Gerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany. The internationally recognised and respected position of *TSAR* also belies the often expressed perception among South African academics and university administrators that research published in Afrikaans is "wasted" and does not receive any recognition. Research is recognised for the quality thereof, irrespective of the language in which it is published.

The Faculty is proud that its activities can assist the University to realise its vision of being an international university of choice, anchored in Africa, dynamically shaping the future.



**Patrick O'Brien (Prof.)**

Executive Dean: Faculty of Law

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# FACULTY OF MANAGEMENT

## STRATEGIC CONTEXT

Milestone achievements brought the Faculty of Management to a critical point in its journey towards 2015. The past two years portrayed the painful impact of scarce resources affecting the career development expectations of students and parents, academics and employers. Future-fit logic now outweighs historic comfort.

Criticisms levelled against many leading global business schools suggest that education in commerce needs to provide for discussion on the meaning of life and how to best achieve it. Considering the state of South Africa, one heeds Prof. Ken Starkey's (Nottingham University Business School) view on the "need to provide a place of dialogue where citizens can collectively address the limits of their knowledge". Moreover, he maintains that business schools should "recruit graduates from other disciplines, such as the arts, humanities and the sciences and create innovative courses to help future leaders imagine products and services which fulfil a more social need."

Cold fact is that leading global business schools seek a balance between the pursuit of intellectual leadership and revenue generation. Deans of Commerce would probably agree that this duality evokes the sensation of forever facing north while heading south. How does one succeed in juggling these opposing priorities in sustaining credible education in commerce?

In contributing to UJ's vision to evolve into "an international university of choice, anchored in Africa, dynamically shaping the future", the Faculty of Management's strategy seeks balance in the managerial and leadership qualities demanded by emerging economies. Thus we envision the "development of sought-after organisational leaders creating legacies" with day-to-day activities aimed at "developing future-fit leadership".

In identifying the building blocks of future fitness, we have tapped into the wisdom of Harvard psychologist and philosopher William James on what it would take to achieve a future-fit reputation. James advises intellectual leaders to let go of their reluctance to stray from the straight and narrow. He challenges us to become reborn in tackling the challenges towards 2015 in order to truly touch the lives of our students, peers and administrators, professions and the broader public. The Faculty's ultimate aim is to stimulate a future-fit learning environment where lecturers and students alike would formulate sensible future-orientated questions, source appropriate information and action sustainable solutions.

The tradeoff to this strategy reminds one of Peter Tosh's conundrum, "everybody wants to go to heaven, but nobody wants to die." Jim Collins of *Good to Great* fame suggests that the success of the future-fit project

depends on disciplined leadership by the right people. Bruce Macfarlane (University of Hong Kong) positions this challenge in the university arena. He posits the remobilisation of the professoriate to develop new insights into the world, to redraw the boundaries of disciplines and to influence professional and applied practices. Macfarlane recommends that universities shift from the leadership of academics to leadership by academics as a means to find true north.

The Faculty of Management has distilled these complexities into five strategic themes supporting the 2015 performance architecture. In focusing our efforts we will:

- integrate our focus on people development and performance, emphasising the role that the Faculty of Management professoriate plays in promoting intellectual leadership;
- take quantum leaps in redesigning and implementing much improved, but fewer programmes;
- deepen the impact of our research in both the academic and trade press;
- strengthen our ability to compete in the global market;
- strengthen our presence within organisations and among talented school leavers.

The 2012 Annual Report reflects our journey towards 2015 being governed by a much heightened sense of realism. We account for the dwindling availability of well-prepared matriculants who can afford tertiary study. We promote interdisciplinary research as a means to global competitiveness and in response to the overall rise of entrepreneurship. Finally, our investment in postgraduate programmes leads to the emergence of competitive research institutes enabling industry to collaborate much closer with the Faculty of Management, branding our organisation as an emerging cradle of new economic activity.

## **OPERATING CONTEXT**

The Faculty of Management is comparable to a UJ port berthing seven departments, two research-based centres and an institute, as well as two centres focused on small business and social entrepreneurship development.

In 2012 a team of 248 educators (61% of the full-time staff complement) and administrators (39%) touched the lives of 8 352 full-time and 4 953 company-based students, accounting for almost 23% of UJ's headcount registrations.

In 2012, 1 500 continuing and professional development certificates, 625 Diplomas, 869 bachelor's degrees, 272 honours degrees, 56 master's degrees and 25 doctorates were conferred in a series of 14 graduation ceremonies. Of these, five doctorates and two master's degrees were conferred to lecturers. More than 86% of graduates were employed within six months after graduation.

Researchers contributed 80 accredited articles and 68 conference proceedings based on organisation-based research, worth 105 subsidised credits. Consequently, our MCom programme was rated by industry among the top two offered by South African faculties of commerce. A master's graduate shares her experience: "Hi Doc, research methodology has become very handy while consulting in Dubai. Your technique has proven to be of much value in the real working world, helping me to apply myself and learn even more."

Revenue from subsidies and tuition fees amounted to R272 million and third stream revenue, a further R67 million. In staying in touch with global best-practice, the Faculty partners with organisations caring about people. These partnerships enabled the Faculty to host three international conferences in the course of 2012 centred on leadership in emerging economies, entrepreneurship and knowledge management. Over 2 000 delegates representing 22 countries participated, including keynote addresses by the President of South Africa, seven national ministers and renowned executives. In addition, the bid to host the Thirtieth Pan Pacific Business Conference in June 2013 in Johannesburg was secured.

The remainder of the 2012 Annual Report will focus on day-to-day measures serving as the radar keeping a complex Faculty of Management on course.

## **WORTHY ENTRANTS**

### **Undergraduate students**

An internal review of undergraduate programme efficiency in 2011 showed that 43% to 85% of students graduated from three-year programmes within five years. In attending to this low return on investment, the Faculty set higher entrance criteria. Considering that more than 70% of our enrolments are first-generation students, investment in first-year risk modules was steeped by a further R4.8 million to R14 million in 2012. Student progress was monitored quarterly and investment targeted accordingly.

The average 2012 undergraduate success rate improved by 1.7% and stabilised at a realistic 79.5%. First-year students have improved by 2.6% to a satisfactory 82.5% (2.5% above the UJ average).

Talented school leavers who did not meet all the entry requirements were accepted into a bridging year sponsored by government. The success rate of this cohort has improved by 2.6% (2.7% above the UJ average). The Faculty gratefully acknowledges UJ's Division for Academic Development and Support for sterling commitment and hearty collaboration.

### **Postgraduate students**

An internal review of postgraduate programme efficiency in 2011 showed that 69% to 91% of students graduated within the required three to five years of study. Since then, the Faculty Higher Degrees Committee has tightened postgraduate governance in terms of rigorous selection and supervision practices, as well as student monitor and support measures. Doctoral supervision was leveraged to improve the postgraduate system. This approach resulted in a 15% increase in the number of postgraduates, with the number of doctorates conferred increasing from five (2010) to 25 (2012). The Faculty gratefully acknowledges the support of UJ's Division for Research and Innovation.

### **Staff appointments**

In the course of 2012, new appointments included 10 administrators, 14 lecturers, an associate professor and two full professors. Eminent industrial psychologist, Prof. Gert Roodt, assumed duty as Vice-Dean: Research. Of all academic appointments, 73% hailed from designated groups. Representation of South African academic appointees from designated groups has improved from 27% in 2010 to 35% in 2012. A further 17% of appointees are foreign specialists. Recruits are well qualified with extensive research, industry and educational experience.

## **THE FACULTY TEACHING & LEARNING EXPERIENCE**

### **Value proposition**

Why are our graduates in demand? Our future-fit teaching philosophy guides students to explore what it takes to manage and lead in a diverse and divided world by integrating the following future-fit elements deduced by means of open-space learning:

- acts ethically with integrity;
- fulfils functional roles effectively;
- understands self and impact;
- achieves with people;
- actualises a desirable future;
- acts at the appropriate level of complexity;
- engages constructively in context with agility and responsibility.

These building blocks find their way into graduates' understanding of what it takes to add value to the lives of others through community engagement programmes. Examples include the Students in Free Enterprise initiative, the Elton John Bakery Project, and the E.P. Bauman Community Engagement Project, acknowledged among the best of UJ community engagement projects in 2012. We also continued to invest in the Centre

for Social Entrepreneurship and the Social Economy and the Centre for Small Business Development, thereby enriching the undergraduate experience with dynamic entrepreneurship.

Work-integrated learning (WIL) continues to be recognised as a strategic strength of diploma programmes, and now includes all undergraduates attending career preparedness workshops offered by the University counselling services (PsyCaD).

## **Intensified risk and quality management**

Erratic variation in registration affects undergraduate programme sustainability. Enrolment planning towards 2015 requires detailed analysis and optimisation. Moreover, proposed changes in the national funding framework to address the national demand for scarce SET skills suggests that the subsidy level for commerce will drastically lower towards 2020.

Up to 2011, the Faculty realised a student headcount of 9 330 students by setting lower entrance criteria and by allowing for 40% late admissions. In January 2012 the combination of higher entrance criteria and the early closure of UJ late admissions lead to 76% first-year registration, causing a 17% drop in first-year revenue. With senior students returning as planned, 8 468 students eventually registered.

Rigorous analysis and interventions to combat under-enrolment were implemented by February 2012. The Faculty's branding campaign was boosted, targeted school marketing was intensified, while the UJ Mobisite innovation enabled a dramatic improvement of late admission and registration efficiency. By the end of January 2013, 2 256 first years (102% of target) registered. Unfortunately, only 87% of senior undergraduates registered in 2013, mostly due to financial constraints.

The impact of continuing budget challenges and the increasingly competitive higher education environment served at the core of the Faculty Management Committee's Strategic Breakaway in February 2013. As a result, the Faculty's multiplicity of 104 subsidised programmes have become subject to meticulous analysis by external Programme Advisory Committees considering academic rigour, market attractiveness, industry involvement, graduate throughput and employability, and gross profit. These insightful contributions also inform our efforts to realign programmes within the revised Higher Education Qualifications Framework. We aim to complete the review process by the end of 2015.

## **Continuous and professional development (CPD) programmes**

The Faculty serves South Africa's corporate and public sector through the delivery of a range of 67 industry-customised programmes. Recent successes with the delivery of CPD programmes motivate our strategic intention to deepen our market impact.

The partnership with state-owned freight company Transnet Freight Rail entails a tailor-made training programme supporting Transnet's R300-billion infrastructure. In designing the programme, we analysed the demand for people development in support of Transnet's value chain, from the wheel taper to personnel at strategic levels.

The Centre for Small Business Development has successfully hosted the Third International Small Business Conference themed "Industrialising townships and marginalised neighbourhoods" with President Jacob Zuma's widely televised keynote address. The Centre also hosted the UJ/Raymond Ackerman Academy of Entrepreneurial Development – a once-in-a-lifetime opportunity to study at UJ's Faculty of Management, sponsored at minimal cost to students. Raymond Ackerman, patron of this initiative, conferred 120 Certificates in 2012 at the Soweto Campus.

A CPD student shared her views on the learning experience: "I live in Polokwane. Having completed the Certificate in Risk Management, I have been appointed by South African Breweries as a Risk Manager at their Limpopo Depot. This year at UJ has changed my life. When I think of my first day at UJ in January... how nervous I was, a 32-year-old woman from the sticks with two kids under two years old and a husband who works night

shifts. When was I going to study? How was I going to juggle everything? Was I neglecting my family in favour of my career? Can I still learn and remember everything? I can honestly say that I have loved every learning experience, engaging with lecturers, reading, writing assignments and studying for exams.”

## **GREAT JOB PROSPECTS**

In 2012 a team of 248 educators (61% of full-time staff) and administrators (39%) provided credible qualifications. Overall, designated groups represented 46% of staff, foreign appointments 5%, disabled individuals 1%, with an equal gender distribution.

## **People development**

A total of 58 academics hold doctorates (46% of staff) and 57 have master's degrees (45%). The UJ Career Support Programme enabled lecturers to achieve 17 master's degrees and six doctorates over the last two years, an excellent return on staff career investment. This imperative will continue in 2013, supporting the 10 colleagues still pursuing their master's degrees and those close to their next promotion. The support of the UJ Unit for Academic Development and Support and the UJ Postgraduate Centre is gratefully acknowledged.

Staff promotions included Prof. Wilfred Isioma Ukpere (Department of Industrial Psychology and People Management) and Prof. Mornay Roberts Lombard (Department of Marketing Management) who were promoted from associate professor to professor. Prof. Anita Bosch-Venter (Department of Industrial Psychology and People Management) and Prof. Carl Marnewick (Department of Applied Information Systems) were promoted from senior lecturer to associate professor. Dr Kennedy Njenga (Department of Applied Information Systems) and Dr Marie Bounds (Department of Business Management) were promoted from lecturer to senior lecturer.

A highlight of 2012 was the implementation of the Faculty's Future-fit Staff Awards for academics and administrators, which now flows into nominations for the Vice-Chancellor Awards.

Colleagues continue to be recognised externally as editors of leading journals in the field of business Management, serving on Ministerial Committees, receiving lifetime achievement awards or international awards for academic contributions.

## **Risk in talent management**

The retirement and poaching of professors, and the recruitment of well-qualified, experienced academics, especially from designated groups, poses a serious risk to academic stature. Since 2011 the Faculty gained 31 academics of whom 45% were recruited from other universities and 29% from the private sector, while 26% were home grown. Of these appointments, 77% were designated, 13% foreign and 10% non-designated.

Over the same period, 39 academics exited the Faculty, mainly attracted by corporates and government financial benefits (34%), promotions offered by competitor universities (31%), or retirement (20%). Of these resignations, 35% were designated, 3% foreign and 62% non-designated.

The end of 2012 saw eight vacancies, compared to 32 vacancies at the end of 2011, indicating some success in talent retention. It is concerning, however, that the Faculty suffered a net loss in scarce skills in the domains of Applied Information Systems, Industrial Psychology and People Management, and Marketing Management. Promotions to professor barely buffers retirements.

The Faculty intensified its efforts in growing postgraduate supervision capacity beyond its current pool of 19 professors, 10 associate professors and 37 senior lecturers through its People Development Plan and revised Faculty Promotions System. In addition, job satisfaction is enhanced through the promotion of multi-disciplinary team research. We observe that positive work-identity is fostered when academic members of staff collaborate in designing innovative organisational solutions. This approach also keeps us in touch with commerce.

## **POSTGRADUATE AND RESEARCH EXPERIENCE**

The Faculty Research Committee and Reserve Funds supported 43 grants to the value of over R2 million benefiting mostly research-based projects (50%), international conference attendance (30%) and industry co-sponsored

publications such as the *SA Board for People Practices/UJ 2012 Women's Report*. Targeted applied research projects aimed at improved public and private sector performance generated notable spin-offs in 2012.

- Contract research, grants and educational programmes totalled R66 million in increased research output from 68 credits in 2010 to 106 in 2012.
- The MCom programme was rated by industry among the top two presented by South African faculties of commerce (*PMR Africa Review 2012*).
- Twelve national and 19 international active partnerships were maintained operating via the Centre for Information and Knowledge Management, the Centre for Work Performance, and the Institute of Transport and Logistics Studies (Africa) (ITLS Africa).
- The Director: School of Leadership, Dr Sydney Mufamadi, hosted a symposium themed "Exploring future-fit leadership in Africa", engaging leading scholars and leaders on the African continent in formulating the mandate of the School.
- The International Knowledge Management Conference was hosted for the first time in Africa themed "Rethinking Knowledge Management: Foresight in the Twenty-first Century".
- The bid to co-host the Thirtieth Pan Pacific Business Conference in Johannesburg in June 2013 was secured.
- The Faculty hosts six journals accredited by the Department of Higher Education and Training, all managed by the African Online Scientific Information Systems (Pty) Ltd to ensure sound academic governance and production quality.

## **CREDIBLE ORGANISATIONS**

In staying in touch with global best practice, the Faculty partners with organisations caring about people. These partnerships enabled the Faculty to host the conferences already mentioned in the course of 2012, centred on leadership in emerging economies, entrepreneurship and knowledge management.

## **RISK MANAGEMENT**

The Faculty remains vigilant in mitigating four risks.

### **1. Talent management**

Competition among universities for critical thinkers and emotionally competent intellectual leaders is exacerbated by emerging private universities and the FET sector.

The quality of academic staff applications to the Faculty has improved drastically. The trade-off, however, is that designated talent holding master's degrees with senior management skills comes at a considerable recruitment cost.

The competition for talent extends to matriculants who have achieved 50% in Mathematics and an admission score above 28. Analysis of Gauteng pass rates in subjects required for BCom admission from 2009 to 2011 reflect that the number of students who have achieved a minimum of 50% in the matric subject Accounting has dropped gradually by 3 465 matriculants (17%), Economics by 5 887 matriculants (25%) and Mathematics by 6 472 matriculants (24%).

In mitigating talent management risks, the Faculty has:

- revised its Appointment and Promotions Policy, implemented a People Development Plan to build more capacity at the senior lecturer and associate professor level, and increased investment in 'growing our own timber';
- provided for investment to enable each professor to appoint at least one postdoctoral research fellow by 2015;
- intensified undergraduate branding and marketing by upping this budget by 15%;
- invested into international accreditation and trusting corporate relationships in safeguarding postgraduate programmes;
- appointed full-time staff to coordinate people management faculty-wide.



## **2. Programme qualification mix (PQM)**

About 104 academic programmes are contained in our PQM, more on historic than future logic. Quantum leaps are required in redesigning and implementing much improved, but fewer programmes. In mitigating PQM risks, the Faculty:

- intensified its governance of quality knowledge and applied research as an essential driver of external competitiveness;
- adopted an outside-in approach in all programme reviews;
- intensified interaction with UJ divisions: ADS, CAT, the Postgraduate Centre and the Library;
- streamlined staff research, teaching and consultancy to strategic academic themes.

## **3. Financial sustainability**

The academic enterprise cannot function without cash. Variables affecting cash flow include variation in enrolment, changes to the national funding framework to the benefit of science, engineering and technology, significant dependence on National Student Financial Aid Scheme (NSFAS) bursaries and macro-economic conditions leading to fewer employer-sponsored bursaries for postgraduates. In mitigating this risk, the Faculty:

- explores alternative revenue streams by capitalising on internal strengths;
- streamlines its performance architecture to measure critical academic outcomes in order to identify opportunities for improvement;
- improves internal efficiency to limit the operations budget to 3% annual growth;
- tightens performance expectations and the implications of poor performance;
- tightens the management of all subsidised costly centres.

## **4. Faculty administration**

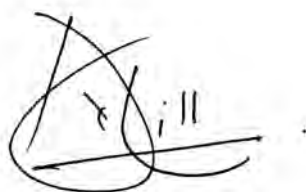
The trade-off for a higher student headcount is increased bureaucracy which tends to dilute service excellence in academic administration, eventually affecting branding and competitiveness. In mitigating this risk, the Faculty:

- changes administrators' mindset towards service excellence through training and external exposure;
- invests in the recognition and development of administrators as much as in academic staff.

## **THE WAY FORWARD**

The Faculty of Management's future-fit identity focuses time, energy and talent on the development of sought-after organisational leaders creating legacies. The Faculty has, in response to the demand for reputable education and applied research in commerce, shifted its organisational mindset from a twelve-month cycle to a three-year perspective.

The journey towards 2015 embraces interdisciplinary science in creating a new generation of managers and leaders in commerce. We strive to build a strong global orientation, using English as the medium of instruction and will invest in the evolution of institutes managed by professional academic managers. Our strategic radar will stand the Faculty in good stead in growing into an international faculty of choice. We express our heartfelt appreciation to every stakeholder for their respective future-fit contributions.




**Daneel Van Lill (Prof.)**

Executive Dean: Faculty of Management

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# FACULTY OF SCIENCE



The vision of the Faculty of Science is to be a diverse and dynamic faculty, which innovatively creates new knowledge and develops leading scientists and technologists.

The commitment of the Faculty to the realisation of the Vision, Mission and strategic goals of the University and the Faculty is demonstrated by the achievements of the Faculty during 2012. The Faculty succeeded in achieving its key objectives in a number of critical areas. These include: creating an enabling environment to staff and students conducive to excellence in teaching and research, elevating the staff profile of the Faculty, presenting high-quality and relevant programmes at all levels, enhancing the learning experience of our students and improving success rates, increasing our postgraduate enrolments, enhancing the research profile of the Faculty in terms of both the quantity and quality of our research outputs, fostering existing and establishing new collaborative activities with reputable institutions and relevant industries, and advancing the impact of the Faculty in terms of its public and community engagement and through its marketing endeavours.

## NOTABLE EVENTS

Some of the notable events in 2012 were:

- A research article co-authored by Professor André Strydom, Department of Physics, appeared in *Nature Materials* and also made the front cover of the journal. *Nature Materials* ranks among the top most influential science journals.
- Prof. J. Darkwa (Department of Chemistry) was the runner-up for the VC's Researcher of the Year Award.
- Tracey McKay (Geography) received a National HELTASA Teaching Excellence Commendation for 2012.
- The formal launch of the National Science Week 2012 was hosted by the Faculty's Science Centre in Soweto and was officially opened by the Honourable former Minister of Science and Technology, Naledi Pandor. The launch was attended by a large number of dignitaries, officials, parents, educators and approximately 4 500 school children.
- The Faculty made two Faculty Research Awards (based on the 2011 research outputs), one for teaching, and one for service beyond the normal call of duty. Professor B-E. van Wyk of the Department of Botany and Plant Biotechnology received the Faculty of Science award for the highest number of research publications at professorial level. He is also the incumbent of the NRF Chair in Indigenous Plant Use. Dr A.J. Muller of the

Department of Chemistry was the recipient of the Faculty of Science Research Award in the Senior Lecturer/ Lecturer category. Dr J.F. Durand of the Department of Zoology was the recipient of the Faculty of Science Excellence in Teaching Award; and E.M. Lutsch of the Department of Zoology received the Faculty of Science Award for Service Beyond the Normal Call of Duty.

- D.A. Coulter, J.M. Leibstein and M. Cilliers from the Academy of Computer Science and Software Engineering represented South Africa at the International Finals of the Microsoft Imagine Cup 2012, held in Sydney, Australia.
- Prof. H. Mouri (Department of Geology) was Elected Councillor for the International Union of Geological Science for the period 2012 to 2016.
- Prof. S.H. Connell (Department of Physics) served as the President of the Council of the South African Institute of Physics.
- Dr S.D. Mhlanga and Dr D. Nkosi from the Department of Applied Chemistry were nominated by the Department of Science and Technology to attend the 2012 European School of Nanoscience and Nanotechnology (ESONN'12) in Grenoble, France.
- Dr E.N. Nxumalo (Department of Applied Chemistry) received the Best Paper Award for his presentation at the International Conference in Nanoscience held in Chennai, India.

## STAFF PROFILE

In 2012 staff of the Faculty were housed on four campuses of the University. The table below depicts the staff distribution per campus in 2012. Academic staff (permanent and contract) represents 64% of the total staff. Support staff comprises research, technical and administrative staff and represents 36% of all staff, compared with 34% in 2011 and 29% in 2010.

**Table 35: Staff distribution per campus in 2012**

| Staff per campus per category |           | APB | APK | DFC | SWC | Total |
|-------------------------------|-----------|-----|-----|-----|-----|-------|
| Academic                      | Permanent | 3   | 106 | 44  | 2   | 155   |
|                               | Contract  |     | 5   | 4   |     | 9     |
| Support                       | Permanent | 2   | 61  | 22  |     | 85    |
|                               | Contract  |     | 3   | 6   |     | 9     |
| Total                         |           | 5   | 175 | 76  | 2   | 258   |

With respect to the permanent academic staff complement, the Faculty shows a marked improvement in its qualification profile as depicted in the table below. This trend will continue as many more staff members were engaged in further study during 2012 and scholarship development was actively pursued. Several staff members improved their research profile through involvement in research activities under the mentorship of established researchers.

**Table 36: Qualification profile of permanent academic staff**

| Qualification | 2008  | 2009  | 2010  | 2011  | 2012  |
|---------------|-------|-------|-------|-------|-------|
| D degree      | 50.7% | 55.2% | 58.3% | 61.6% | 63.4% |

The race profile of permanent academic staff has also improved over the last few years. Currently 36% of permanent academic staff is black (in comparison with 26% in 2009). However, the gender profile has remained fairly constant over the last few years. Currently 39% of the permanent academic staff is female.

Of the permanent appointments made in 2012 (academic and support), 64.3% were from the designated groups.

## TEACHING AND LEARNING, ACADEMIC PROGRAMMES

The Faculty has embraced an enrolment management strategy that focuses on access for success. After admission, first-time students are introduced to higher education by means of several support initiatives, including an extended academic orientation. At-risk students are identified within the first month of the academic year and are provided with additional support where needed.

In line with our mission to enhance the learning experience and success of our students, the following issues received attention during 2012: structured interventions for at-risk modules (e.g. Winter Schools, additional classes over weekends), the enhancement of learning skills and student discipline, implementation of new teaching methodologies, optimal use of relevant technology, and special attention to top performing students (e.g. undergraduate research programmes). A number of programmes and modules were also amended during 2012 to improve the quality and relevancy of our offerings.

Due to a number of interventions, the average success rate in undergraduate programmes has steadily improved from 2009 to 2012 as depicted in the table below. The 2012 overall undergraduate success rate represents an increase of 13.7% on the 2009 success rate and an increase of 5.9% on the 2011 success rate. The success rate of first-time entering undergraduate students shows similar remarkable increases: the 2012 success rate of 75.1% represents an increase of 17.1% on the 2009 number and an increase of 3.3% on the 2011 number.

Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. In 2010 a revised model of the extended programmes was introduced, which inter alia makes provision for a bridging period of six months from the Grade 12 Mathematics and Physical Science curriculum to first-year content in these subjects. The overall success rate of 80.9% in 2012 represents an increase of 20.3% from 2009 and an increase of 3.8% from 2011, while the 2012 success rate of first-time entering students in extended programmes represents an increase of 29.2% from 2009.

**Table 37: Undergraduate success rates**

| Category                                      | 2009  | 2010  | 2011  | 2012  |
|---|-------|-------|-------|-------|
| Mainstream and extended – overall             | 65.1% | 69.7% | 72.9% | 78.8% |
| Mainstream and extended – first-time entering | 58.0% | 68.2% | 71.8% | 75.1% |
| Extended – overall                            | 60.6% | 73.3% | 77.1% | 80.9% |
| Extended – first-time entering                | 51.2% | 72.6% | 79.2% | 80.4% |

The departments that have work-integrated learning (WIL) in their programmes are Applied Chemistry, Biotechnology and Food Technology, all of which achieved a 100% placement rate for their students.

The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy of Computer Science and Software Engineering, and the Departments of Mathematics, Geology, Zoology, Food Technology and Geography, Environmental Management and Energy Studies.

Enrolment figures of formal contact students per qualification category are indicated in the following table.

- The total headcount of 3 501 excludes 25 casual students (registered for non-degree-purposes) that are not allocated to either undergraduate or postgraduate categories.
- Both undergraduate and postgraduate enrolments have increased over the last few years. In comparison with 2008, undergraduate enrolments have increased by 44.7%, while postgraduate enrolments have increased by 60%. The proportion of postgraduate enrolments (of the total enrolment) has shifted from 19.5% (in 2008) to 21% in 2012, while the proportion of master's and doctoral students to the total number of postgraduate students has remained fairly constant at approximately 64%.
- International student enrolment of 243 students in 2012 represents 6.9% of the total enrolment, compared with 214 in 2011 (i.e. 6% of the total enrolment) and 139 in 2008 (i.e. 5.8% of the total enrolment).

**Table 38: Enrolment figures (formal contact) in 2012**

| Qualification categories |              | Number        | % of total enrolment |
|--------------------------|--------------|---------------|----------------------|
| Undergraduate            | Diplomas     | 607           | 17.3%                |
|                          | Degrees      | 2 158         | 61.6%                |
|                          | <b>Total</b> | <b>2 765</b>  | <b>78.9%</b>         |
| Postgraduate             | Honours      | 263           | 7.5%                 |
|                          | Master's     | 294           | 8.4%                 |
|                          | Doctoral     | 179           | 5.1%                 |
|                          | <b>Total</b> | <b>736</b>    | <b>21%</b>           |
| <b>TOTAL</b>             |              | <b>3 501*</b> |                      |

*\*The total headcount of 3 501 excludes 25 casual students (registered for non-degree-purposes) that are not allocated to either undergraduate or postgraduate categories.*

- The overall component of black students has increased in 2012 to 81.5% compared with 80.3% in 2011 and 76.1% in 2010. In 2012, 86.3% of undergraduate students were black compared with 85.9% in 2011 and 82.1% in 2010. Black students in 2012 represent 63.3% of all postgraduate students (compared with 57.9% in 2011 and 52.9% in 2010).
- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 has increased from 23% in 2009 to 30% in 2012.

## RESEARCH

The Faculty submitted a subsidy claim to DHET for a total of 257.73 research units. This number represents an increase of 31% on the 2011 output (of 196.19 units) and an increase of 90% on the 2010 output (of 135.48 units). A remarkable achievement is that the total research output of subsidised research units has increased by 224% from 2007 to 2012. In line with the Faculty's drive to enhance its international footprint, it is pleasing to note that 88% of the total units for 2012 were published in international journals.

The units for 2012, according to the subsidy categories, are as follows:

- Journals: 236.1
- Peer-reviewed conference proceedings: 13.7
- Books: 5
- Chapters in books: 2.93.

Research activities of the Faculty are also illustrated by the following measurable outputs in 2012:

- the number of NRF-rated staff increased to 47, from 43 in 2011 and 36 in 2010;
- 132 research projects were conducted;
- a number of new formal agreements were signed, involving both national and international collaborators;
- three patents were submitted in 2012, two by Professor S.H. Connell on "Detection of explosives by Positron Emission Tomography" and on "Quantum Security in Diamond Physics" and one by Professor R. Meijboom and Dr M.J. Cronjé on "Metals in Medicine";
- 202 addresses were delivered at international congresses and seminars and of these addresses, 150 were at events outside of Africa, 14 were at events in Africa but outside of South Africa and 38 were at international events held within the borders of South Africa;
- 214 addresses were delivered at national congresses and seminars;
- 55 symposia/colloquia/conferences were organised by staff, of which 20 were at international level, 6 at national level and 29 at departmental level;

- there were 54 postdoctoral fellows registered in the Faculty;
- Faculty staff members served in a variety of capacities on a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ;
- there were 88 visitors from South Africa and abroad who paid professional visits to the departments of the Faculty while 48 UJ staff members visited other institutions for research purposes;
- the Faculty appointed 12 eminent scientists as Visiting Professors in the Faculty.

## **QUALITY AND FACULTY GOVERNANCE**

Quality promotion and good governance remains a key priority within the Faculty. The necessary quality structures are in place to ensure compliance with good governance practices and quality criteria and these structures and their functions are evaluated continuously. The various committees for the quality monitoring of teaching-, research- and community engagement-related functions of the Faculty report to the Dean's Committee and the Faculty Board.

## **COMMUNITY ENGAGEMENT AND SOCIAL IMPACT**

Community engagement, in the form of community-based research and community outreach, is a core academic function of the Faculty. As such the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities through a large number of community outreach projects.

The Faculty's Science Centre on the Soweto Campus provides supporting and enriching programmes to learners and educators in the vicinity of the Soweto Campus in the critical subjects of Mathematics, Physical Science, Life Science, English, Computer Skills and Geography.

The Sustainable Energy Technology and Research Centre (SeTAR), under the Directorship of Professor H.J. Annegarn (Department of Geography, Environmental Management and Energy Studies), was actively involved in the design and testing of safe and economically viable stoves for low-income communities, as well as in the research and development of energy-efficiency plans for such communities (including the utilisation of 'green' resources for energy).

## **BRANDING AND MARKETING**

The Faculty continued with a focused strategy to recruit top performers from schools (especially in the surrounding areas) and to entrench its presence and profile in the media and among its stakeholders. Actions in this regard include a Faculty Open Day (in addition to the UJ Open Day), offering of bursaries to Mathematics and Science Olympiad winners, visits to schools by the Dean and staff, excursions, practical sessions and special lectures to school children. Besides a large number of radio and TV interviews, as well as lunchtime lectures, 15 open public lectures were hosted by the Faculty.

## **ENVIRONMENTAL SUSTAINABILITY**

Matters concerning environmental sustainability are integrated in the research, undergraduate and postgraduate, and community engagement programmes of the Faculty. Our new Citizenship module contains specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability.

## **CHALLENGES AND RISKS**

A number of risks and challenges that affect the Faculty have been identified. Included in the Risk Category Profile of the Faculty are:

- The high number of non-returning senior students as well as the high drop-out rate of students is a matter of serious concern. School leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level, impact heavily on our pool of potential students as well as on

our throughput and retention rates. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes, has implemented a number of initiatives to provide additional support to our students and has established the Science Centre at the Soweto Campus to enlarge our pool of potential students.

- Retention and recruitment of good academic staff members is becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world. By judicious and justified promotions the Faculty hopes to reduce the loss of its staff members to other universities.
- The Faculty has a relatively high proportion of staff members with doctorates and the younger members of staff are encouraged to become active and productive research workers. They will be needed to replace the senior research staff with high NRF ratings who will leave UJ due to retirement in the not too distant future.
- The provision of adequate research and teaching space and infrastructure is an issue which is an acknowledged problem and is receiving serious attention.

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

**Kinta Burger (Prof.)**

Executive Dean: Faculty of Science





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# COUNCIL REPORT ON STAKEHOLDER ENGAGEMENT

## OVERVIEW

Developing and maintaining relationships with key stakeholder groups is a key aspect of the University's business and these engagements impact on the UJ brand.

The stakeholder groups include, among others, staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, and local and international media.

Additionally there are a number of university engagements with stakeholder groups reflecting work undertaken in community engagement within the faculties and support service divisions.

Most of this non-academic stakeholder engagement is managed through the Advancement Division which deals directly or indirectly with the various University stakeholders as part of its core business and many of these engagements are undertaken on a daily basis.

The core business of the Strategic Partnerships Section within Advancement is relationship building, management and collaboration. This entails developing mutually beneficial and sustainable relationships and partnerships with the broader social and economic community of South Africa. The Section facilitates the initiation, development and registration of UJ partners in the nine faculties and across the four campuses.

Strategic Communications within Advancement is responsible for relationship management with media houses on a national and international level. An updated expert list is distributed to media partners, and the Strategic Communication Department collaborates with media to promote the UJ brand. Additionally the Section collaborates with internal stakeholders to facilitate strategic messaging.

## GOVERNANCE

The Division of Institutional Advancement, which manages the University's non-academic stakeholder relationships, is a stand-alone division. The Executive Director of the Division reported directly to the Vice-Chancellor during 2012 but will report to the Deputy Vice-Chancellor: Advancement, Internationalisation and Student Affairs once he or she is in place in 2013. He or she, in turn, will report to the Vice-Chancellor.

Senior managers oversee the five sections in the Advancement Division: Brand and Marketing, Strategic Communications, Student Marketing, Strategic Partnerships and Arts and Culture. Currently the Manager of Development also reports directly to the Executive Director. These section heads report directly to the Executive Director: Advancement who conducts one-on-one meetings with them on a regular basis and chairs a monthly heads of section meeting where all the senior managers meet to discuss cross-cutting initiatives and how each section can align and synergise their efforts with Advancement initiatives.

In terms of Brand and Marketing, a Marketing Committee meeting is convened monthly to integrate marketing activities across the University. This brings together faculty marketers and marketers in the School of Tourism and Hospitality, Sport and Arts and Culture who report to their respective deans and support services executives. This committee has an annual planning session in order to streamline and integrate marketing activities.

A Brand Awareness Research Study to ensure that marketing strategies are research based and that Brand and Marketing achieves its objectives and adds to the brand value of the institution is conducted annually to measure success and growth.

A project plan and an evaluation report are submitted after all events run by Brand and Marketing. Monthly reports and meetings ensure that all projects are monitored on a regular basis.

The Strategic Communication section has weekly planning meetings internally, as well as monthly or bi-monthly communication forums with representatives from all UJ academic faculties and support services departments. Attendance of, and presentation at, the monthly marketing committee meetings with nine faculty marketing executives and the Brand and Marketing team ensures integration of Communication's campaigns in the University. All Communications staff utilise a shared diary system, which enhances efficiency.

Methods of evaluation of the Section's activities include communication audits, surveys, questionnaires, media monitoring, awards, complaints, website 'hits' and word-of-mouth commentary.

A generic email account and blog exist for easy, anonymous feedback on publications and internal communication campaigns.

Staff members submit monthly progress/status reports, have quarterly one-on-one meetings with the Senior Manager to discuss their key performance indicator documents, and attend various institutional meetings, workshops and forums to represent the Section (First-year Experience, Webometrics/Web Advisory Board, Academic Administration, HIV Committee and Transformation and Employee Equity).

Monthly reports and weekly meetings ensure that all projects are monitored on a regular basis.

The Strategic Partnerships section, with the three components involving the strategic partnerships for UJ, Alumni and Community Engagement, has annual strategy plans approved by the Deputy Vice-Chancellor responsible for Advancement and the Executive Director. The Head of the Department arranges weekly meetings with managers of sections and monthly meetings with all staff in the department. Monthly reports on Strategic Partnerships, Community Engagement and Alumni, and all departmental projects ensure the active monitoring of all projects. A Community Engagement Board advises on policy and implementation of CE at UJ.

Two special committees were set up in 2012 for the monitoring and evaluation of CE at UJ:

- the CE Assessment Committee, approved by MEC in April 2012;
- the CE Placement Team, approved by the CE Board in July 2012.

The Development Office is governed by selected members of the University's MEC. All incoming funds are managed by the applicable project owner in conjunction with a university accountant.

An Arts and Culture Committee advises the Executive Director: Advancement on Arts and Culture policies and programmes to ensure that these align with UJ's core values and add to the prestige and standing of the University. The Committee is composed of the Executive Director: Advancement (Convener and Chair); the Head of Arts and Culture; the Dean for the Faculty of Art, Design and Architecture; and the Dean of the Faculty of Humanities. The Committee ensures that the activities, aims and objectives of the Arts and Culture programme are managed and sustained in the best interests of the institution, while continuing to foster and develop artistic and creative freedom. The Committee also provides the Executive Director: Advancement with suggestions as to how arts and culture can enhance or supplement academic programmes, and guides the Executive Director: Advancement on an appropriate vision for arts and culture at UJ.

The cross-cutting nature of the Advancement Division necessitates a close interface with the core business of the University, together with various support structures across the University. The division is thus represented at the highest level at the Management Executive Committees Operations (MECO).

## **PERFORMANCE**

### **Strategic Partnerships**

The Strategic Partnerships Section of Advancement is responsible for developing and maintaining partnerships in the areas of Alumni Affairs and Community Engagement.

### **Alumni**

The goal of the Alumni section in Strategic Partnerships is to foster alumni who are supportive and engaged and who actively contribute to the reputation of the University and its resource base. This engagement is obtained through events such as strategic focus groups and other activities.

In order to achieve Alumni stakeholder engagement goals, the following strategic outcomes were set for 2012:

- to build alumni relationships through affinity groups for alumni across all professions and age groups;
- to develop innovative programmes that build alumni participation by targeting legacy alumni from former institutions;
- to introduce vibrant and engaging programmes for alumni to develop a spirit of service and loyalty to the institution and to advance the notion of philanthropy;
- to identify 100 UJ VIP alumni and four goodwill ambassadors and develop strategic links for them to play key roles in networking and fundraising initiatives for the institution;
- to increase alumni paying members by 10%.

The means towards the achievement of the strategic outcomes were identified as follows:

- promote and enable general alumni participation;
- enhance communication with alumni;
- launder and maintain an alumni database;
- mine the database for high net-worth or influential alumni and promote their participation in UJ affairs and events;
- grow paying membership by providing them with greater benefits;
- involve the current student body in Alumni Affairs.

Alumni Affairs had a productive year in 2012. Most of the planned activities were held and additional work was undertaken for the advancement of the UJ alumni network.

Over 30 stakeholder events were organised, including the following:

- The Annual General Meeting of the Convocation Career Fair, with alumni participation;
- UJ Alumni Awards: Dignitas Awards and UJ Goodwill Ambassador Awards;
- Welcoming of graduates as members of alumni and the convocation of UJ;
- Women Leadership Conference, a special networking project with young, dynamic alumni of UJ;
- Top Achievers' Club (current students);
- Affinity group lunches/events;
- Alumni dinners;
- Arts and culture events;
- Specialised alumni events.

Alumni Affairs performed well against its set key performance indicators. Ten new affinity groups were formed in 2012 and had active programmes. A total of 420 VIP alumni have been identified to date, 120 in 2012.

In 2012, UJ had the following active goodwill ambassadors:

- Trix Coetzer
- Louwtjie Nel
- Simba Mhere
- Dr Aubrey Parsons

The following individuals received Goodwill Ambassador Awards in 2012:

- Trix Coetzer
- Herman Bosman
- Gideon Sam

Other Alumni projects that had a significant impact included:

- Career Development for Student Alumni – workplace forums, career nights with prominent alumni
- Student Leadership Programme
- Top Achiever events
- Residence Programme

## Community engagement

As an engaged university, one of UJ's strategic goals is "to add value to external constituencies through strategic initiatives and partnerships" by engaging in mutually beneficial community partnerships. The University actively advances its mission of contributing to the well-being of its stakeholder communities.

The following indicators underpinned CE performance targets for 2012:

- initiating strategic partnerships with key stakeholders in the Gauteng region;
- supporting the faculties on their outcomes for the service learning thrust through two workshops conducted by experts from higher education;
- establishing a CE9 Placement Committee responsible for the registration of all UJ CE projects;
- monitoring faculty and division projects through the Scope and Impact Study 2012;
- maintaining a database of UJ CE projects with community stakeholders for the four campuses;
- managing the following CE institutional projects for 2012:
  - CE Student Showcase (May)
  - Mandela Day (July)
  - Women Empowerment Project (August)
  - UJ CE Road Show (September)
  - Road Show (July)

A full report on CE performance in 2012 is contained in Section 9, the Senate Report to Council: Community Engagement Performance. In summary, two flagship partnerships were initiated in 2012:

- an MOU with three major hospitals in the Gauteng region, namely Helen Joseph, Chris Hani Baragwanath and Charlotte Maxeke hospital on 21 August;
- an MOU with the City of Johannesburg, University of the Witwatersrand and UNISA on 13 September.

## STAKEHOLDER ENGAGEMENT: KEY PARTNERSHIPS

The table below reflects the key partnerships.

**Table 39: University of Johannesburg strategic partnerships 2012**

| Partnership agreements signed in 2012    |                    |
|--|--------------------|
| Institution                              | Contact person     |
| I Can Foundation                         | Dr David Molapo    |
| NECSA                                    | Princess Nthombeni |
| Helen Joseph Hospital                    | Lovey Mogapi       |
| Charlotte Maxeke Hospital                | Lungiswa Mvumvu    |
| Chris Hani Baragwanath Academic Hospital | Thabile Ndlovu     |
| Brixton Women's Project                  | Cathy Seefort      |

|  |                       |
|--|-----------------------|
| City of Johannesburg                                     | Sheena Clarke         |
| <b>Partnerships and collaborations initiated in 2012</b> |                       |
| <b>Institution</b>                                       | <b>Contact person</b> |
| Pretoria Portland Cement                                 | Francie Shonhiwa      |
| Renault South Africa                                     | Laura Grellet         |
| Luke 14 verse 16   | Barry Ngobeni         |
| Strate Ltd   | Cindie Maidemont      |
| Telesure   | Dolly Roberts         |
| Nedbank  | Rebone Otuyelu        |
| Fujitsu  | Michael Semple        |
| Proudly SA   | Daleen Du Preez       |
| Clientele  | Ainslie John          |
| Teboho Trust   | Jose Bright           |
| Proudly South Africa                                     | Mpho Thothela         |
| Ekurhuleni Municipality                                  | Elizabeth Ramaoka     |

## Development

Agreements facilitated by the Development Office within Advancement are primarily in aid of funding projects and thus responsibilities associated with the agreements reside within the faculty/department of interest and not in Development.

An agreement was signed between UJ and The Kresge Foundation in aid of an operational grant worth USD150 000 for 2013 and challenge grants to the value of USD490 000 from 2014 to 2018. The grant is in support of capacity building of the Advancement Division to assist the institution in enhancing its fundraising endeavours.

The Development Office was key to a second-time donation worth R200 000 received from the Investec Loewenstein Trust; R40 000 was in aid of Engineering's Cyber Junk Yard Design Competition and R160 000 went towards UJ's Department of Optometry's Community Eye Clinic.

2012 marks the anniversary of the first bursary received from an alumnus, Josef Langerman. Mr Langerman supported bursaries to the value of R21 416 for Informatics students.

The Development Office was instrumental to a USD25 000 donation received from an American Citizen, Michael Cox. Foreign donations, especially individual donations, can still prove to be challenging for UJ, as USA donations have to be channelled through the Rhodes University Trust USA. The Development Office is in the process of obtaining UJ's own vehicle for USA donations through the American Fund for Charities for implementation in 2013. Mr Cox's donation was put towards bursaries.

The Development Office facilitated the signing of a Memorandum of Understanding (MoU) between the Faculty of Health Science and Philips in aid of collegial work in the health sector. The Development Office also facilitated an MoU between the Faculty of Humanities and the Department of Arts and Culture in aid of bursaries for Humanities students.

An agreement was signed between UJ and the President and Fellows of Harvard College in aid of the collaborative project, the Education Leadership Institute. In addition, the Faculty of Education signed agreements with the Anglo American Chairman's Fund (for R1 000 000) and the FirstRand Foundation (for R1 500 000) for money received towards the Education Leadership Institute Project.

## Strategic Communications

The Strategic Communications section within Advancement collaborated with Radio Mafisa to produce weekly information slots for their target audience, and facilitated Open Varsity inserts for the SABC – a programme assisting students struggling with subject content.

Engagement strategies with internal staff and students were rolled out during 2012.

Projects included the internal newsletter *U@UJ*; introducing a push communication system (the D6 Communicator), which allows staff to select the news they wish to receive; coordinating and distributing seven VC video recorded messages to staff via YouTube; conducting email campaigns to support forums and initiatives; and developing, launching and managing an Internal Student Communication Campaign, in collaboration with Student Affairs. The online birthday card distribution system was managed and e-cards were sent out on special days, and a new Leadership Engagement Initiative was launched to encourage engagement between senior management, staff and students.

## Arts and Culture

The Arts and Culture section within Advancement was responsible for maintaining the partnership with The Arts and Culture Trust (ACT), South Africa's premier independent arts funding and development agency. UJ Arts and Culture presented the inaugural ACT | UJ Arts and Culture conference themed "The Art of the Creative Economy". Funding for sponsored registrations was secured from Santam and the SAMRO Foundation. In addition, Business and Arts South Africa (BASA) came on board with a supporting grant which was used for electronic outdoor advertising, as well as a media partnership with SAFM.

The following major South African arts and culture stakeholders, among others, were represented at the conference:

- Department of Arts & Culture (DAC)
- Assitej
- Visual Arts Network of South Africa (VANSA)
- National Planning Commission (NPC)
- SAMRO Endowment for the National Arts (SENA)
- Business and Arts South Africa (BASA)
- UNESCO
- National Film and Video Foundation (NFVF)
- South African Writers' Association
- Klein Karoo Nasionale Kunste Fees (KKNK)
- North-West University
- Packed House Productions
- Cape Craft and Design Institute (CCDI)
- Rhodes University School of Journalism and Media
- National Arts Festival (NAF)
- Tshikululu Corporate Social Investments
- The Gordon Institute of Performing and Creative Arts (GIPCA)
- Arterial Network
- Art Africa Centre
- The Goethe Institute
- The Standard Bank Group
- South African Arts Writers' and Critics' Association (SAAWCA)
- Nedbank Arts Affinity
- Freedthinkers
- National Arts Council (NAC)
- National Lottery Distribution Trust Fund (NLDTF)

- Performing Arts Network South Africa (PANSA)
- Johannesburg Youth Orchestra Company (JYOC)
- Engage Entertainment

UJ Arts and Culture also partnered with ACT to develop *The SA Arts & Culture Listing*, which was published in the conference programme, and to host the annual ACT Scholarships competition in the Arts Centre Theatre.

## CONCLUSION AND WAY FORWARD

During the past year, the University increased and deepened its stakeholder engagements considerably, notably in the area of Alumni Relations, Community Engagement and Development where considerable momentum was created through the implementation of strategic planning.

Stakeholder communication was considerably enhanced during the year, including the ongoing development of the University's website and a greater focus on internal communications with staff and students. Relations with key media are strong, allowing the University to reach a number of stakeholder groupings with accurate and timely information.

The primary focus for stakeholder engagement going forward will be on Alumni Affairs and Development, which will be working ever more closely together, with the former emphasising greater engagement with the corporate sector.



**Kerry Swift (Mr)**

Executive Director: Advancement



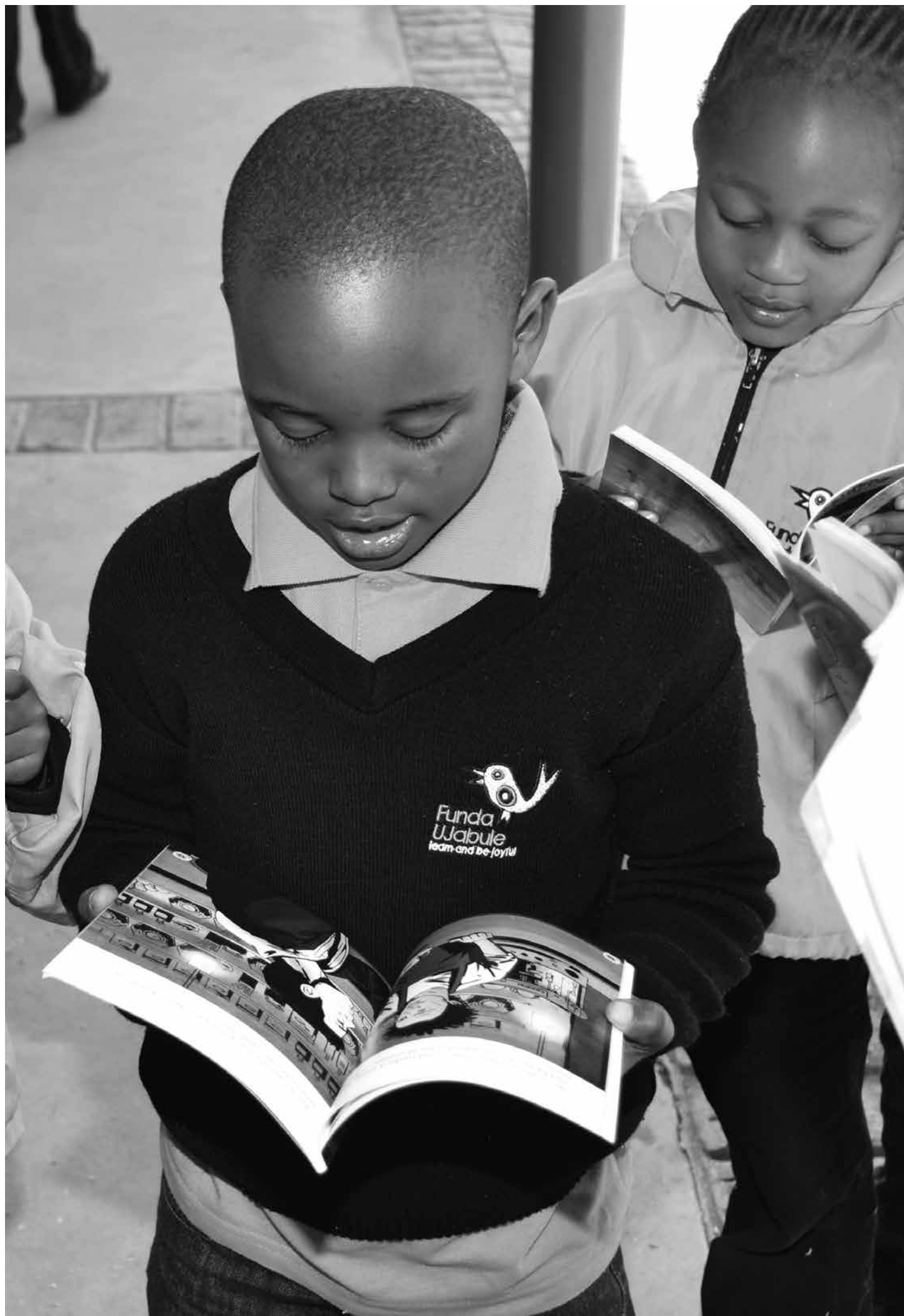
**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal



**Roy Marcus (Prof.)**

Chairperson of Council





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# COUNCIL REPORT ON TRANSFORMATION

## OVERVIEW

A Transformation Unit was established in 2011 to oversee the transformation strategy within the University. The Unit focuses on transformation in accordance with national transformation-related legislation and ministerial directives in this regard, and in accordance with the UJ transformation-related thrusts and indicators, the UJ Values Charter and the UJ Institutional Transformation Plan approved by Council and submitted to the Ministry. The Minister's Transformation Oversight Committee also has reference.

## GOVERNANCE

The Transformation Steering Committee was constituted in 2011 and consists of the DVC: Strategic Services (who acts as the Chairperson of the committee), the Chairperson of the Institutional Forum, two executive deans, five executive directors, two campus directors, the Senior Manager heading the Transformation Unit, representatives from the Corporate Communication Division, the Language Unit, people with disabilities, recognised labour unions and the Student Representative Council.

The Transformation Steering Committee meets quarterly and focuses on the mandate reflected in the Transformation Charter and the Institutional Transformation Plan. Transformation reports are circulated within the University and, when applicable, serve at the various governance structures/committees for consultation and information purposes.

Employment equity consultation is structured in accordance with the institutional Employment Equity Forum which reports to the Transformation Steering Committee.

## FOCUS

The focus of the Transformation Unit is primarily related to the Institutional Strategic Thrusts (with specific reference to thrusts six (leadership that matters) and thrust eight (resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship). However, in 2012 the Transformation focus included:

- execution of the Institutional Transformation Plan and progress monitoring thereof;
- development of transformation facilitators;
- Employment Equity Forum;
- UJ Values;
- the Institutional Culture Survey;
- open conversations and workshops;
- Staff Day;

- Annual Colloquium;
- Diversity Week;
- leadership development.

## **PERFORMANCE**

### **Report Transformation Steering Committee (TSC)**

Four quarterly meetings were held on 12 January, 2 February, 25 April and 9 October. Meetings were well attended by members, with the exception of the SRC Representative on the Committee.

### **Matters of significance discussed, considered and approved**

- It was noted that the Institutional Transformation Plan (ITP) was approved by Council on 22 September 2011.
  - Execution of the ITP is the executive responsibility of the ELG members, even though responsibility for the operational action plans rests with units or individuals identified in the ITP Action Plan.
- It was resolved that the Guidelines for Reporting document that served at the TSC Meeting held on 12 January 2012 be approved for implementation.
- ELG members will be requested to submit reports to the Transformation Office on interventions in their environments. The Transformation Office will inform the TSC of incidents that deserve attention.
- The Transformation Office will liaise with the ELG on the continued participation of transformation facilitators. The Office was asked to give guidance and support to ELG members regarding implementation of the ITP.
- It was agreed that the role of the transformation facilitators is to assist the line manager in facilitating transformation initiatives within the respective domains and to assist with reporting on progress.
- It was resolved that the DVC: Strategic Services and the Transformation Unit develop a reporting mechanism.
- That faculties and divisions should select what themes they would want to focus on for 2013 and report to the TSC by mid-year. The TSC will submit a summative report to the MEC.
- Noted that the composition of the Employment Equity Forum was approved.
- It was resolved that the first meeting of the Employment Equity Forum will be scheduled for the beginning of March 2012.
- It was noted that the Employment Equity Plan was approved by Council.
- The Employment Equity Report was submitted to the Department of Labour and UJ was deemed fully compliant.
- That a process should be developed for the Equity Targets setting process for 2013 to 2018.
- It was recommended that the theme for the 2012 Colloquium be in line with the new Vision statement: "UJ's identity in Africa – explore what it means to us as a university to be anchored in Africa".
- It was resolved that the Staff Day event should continue annually during the second half of March.
- It was noted that the VC requested that more emphasis should be placed on gender and the possibility of establishing a Gender Forum should be considered.
- It was recommended that more female speakers be included in future programmes.
- It was noted that the 2012 Institutional Culture Survey will be conducted at the end of September 2012 and that focus groups will be conducted during May 2012 to inform the development of the survey for 2012.
- The results of the Culture Survey indicated positive results and a noticeable positive shift in the Culture Index was observed.
- There has been an increase in the overall percentage for each theme since 2010. Transformation and Fairness and Equity were the themes with the lowest score in 2012, but when the questions from Section C are also taken into consideration, Transformation came out much higher, while Fairness and Equity remains an area of concern.
- It was resolved that the Transformation Unit will facilitate the process for the development of a Code of Conduct/Ethics Code for UJ.
- The development of a 360° questionnaire for HODs and Directors and that the Transformation Office will coordinate the implementation of the 360° questionnaire during October 2012.

- Leadership Development Programmes for Senior Management and Emerging Leaders have been developed for implementation in 2013.
- It was resolved that a forum be established to address the issue of women in leadership in the institution.

## **Institutional Transformation Plan (2011 to 2016)**

The ITP was approved by the UJ Council on 22 September 2011 and is being implemented in all faculties and divisions. ELG members are requested to submit progress reports to every Transformation Steering Committee Meeting. The Unit is in the process of developing an ITP Dashboard to effectively measure progress in this regard.

The ITP is available on the Transformation web page: <http://www.uj.ac.za/EN/AboutUJ/TransformationOffice/Pages/home.aspx>.

## **Transformation facilitators**

The Transformation Unit, together with the DVC: Strategic Services, meets with the transformation facilitators on a regular basis to provide guidance and training. At the end of 2011, the Unit submitted a proposal to the Education, Development and Training Practices (EDTP) Seta for the development of the transformation facilitators. In July 2012, the EDTP Seta awarded the Unit R230 000 for the training programme. The Unit is in the process of finalising the programme and training will commence in 2013.

## **Employment Equity Forum**

Eight meetings were held on 12 January, 26 February, 7 March, 20 April, 4 May, 9 May, 18 September and 6 November 2012.

Meetings were very constructive and well attended. Comprehensive training was provided by an external consultant to equip members with the necessary knowledge and skills needed to contribute effectively.

The Employment Equity Forum (EEF) is a subcommittee of the Transformation Steering Committee.

### *Composition*

The EEF is appointed by the TSC and is composed as follows:

- at least one MEC member representing university management;
- at least one senior manager representing management at an occupational level;
- four elected members representing permanent academic employees;
- four elected members representing permanent non-academic employees;
- one union representative for each recognised labour union;
- one member representing employees with disabilities;
- one representative from the Transformation Unit;
- the de facto representation, from the above membership, of at least one African, one Indian, one coloured and one female employee, failing which additional nominations must be made;
- the de facto representation of at least one white male employee from the above membership categories, failing which an additional nomination must be made.

The Unit facilitated the process of establishing the Employment Equity Forum and the development of the Employment Equity Plan. The Plan was approved by the HRCC on 16 August 2012. Currently the Unit assists with the following:

- implementation process
- communication strategy
- developing an action plan

The Employment Equity Report remains the responsibility of the Human Resources Division. The Plan was submitted to the Department of Labour on 1 October 2012. The Employment Equity Plan is available on the Transformation web page: <http://www.uj.ac.za/EN/AboutUJ/TransformationOffice/Pages/home.aspx>.

## Values Charter

The Unit facilitated the internal consultation process. The following processes took place:

- Staff Day – the draft Values Charter was exhibited and employees were asked to comment on each aspect.
- A communique was sent to the ELG requesting them to discuss the proposed Values Charter with employees within their respective domains and to provide feedback to the Transformation Unit.
- The draft Values Charter was made available online, providing the opportunity for employees to submit their personal views electronically to the Transformation Unit.
- The draft Values Charter was part of the Agenda for the VC Consultation with the Senior Leadership Group (SLG). Due to the fact that the meeting between the VC and the SLG could not take place, an email was sent to the SLG requesting them to provide written feedback to the Transformation Unit.
- A second email was sent to the ELG requesting them to discuss the proposed Values Charter with their employees and to provide feedback to the Transformation Unit.
- The proposals received from the University were discussed at the MEC Strategic Breakaway during 10 to 13 September 2012.
- The Values Charter was approved by Council on 23 November 2012.

## Institutional Culture Survey

Culture Surveys were conducted in 2008 and 2010 and were again conducted from 19 to 28 September 2012. In contrast to previous years, the Transformation Unit was responsible for the entire process. To ensure anonymity, an external consultant was used to conduct the online survey using an external host website. The following process was followed:

- Culture Focus Groups: discussions were conducted on all four campuses. The main aim was to identify any new emerging themes that needed to be explored through the survey. Open invitations were sent out during May 2012 requesting employees at all levels to participate in the focus group discussions. The discussions were facilitated by external consultants, Dr Fritz Hölscher and Mr Kaizer Thibedi. These discussions took place on all four campuses from 24 to 30 May 2012 and during July 2012. A total of 21 three-hour sessions were conducted. One of the issues that stood out during the sessions was the fact that participants felt that the UJ had moved on since the merger and many felt that there were other issues that had become more important and that needed to be addressed.
- Consultation: the 2008 and 2010 surveys were evaluated in terms of new requirements by consulting with internal and external experts. A factor analysis was also done on all the questions to ascertain the reliability of these questions.
- Development of the 2012 survey: the construct of the 2012 Culture Survey reflected old and new emerging themes. The survey was consulted broadly within the institution before the final submission to the MEC. Recommendations of the MEC were implemented.
- Conducting the survey:
  - The survey was conducted online by the external service provider. There were a total of 4 329 email recipients. Special attention and support were given to service and support staff without access to computers. The Wellness Office from the Human Resources Division assisted the Transformation Unit by visiting the workplaces of all the different service workers. They provided guidance in completing the surveys. The response rate was as follows:
    - Overall: 29.6% (1 588), permanent: 35.9% (975), contract staff: 55.1% (177), temporary staff: 9.1% (125).
- Analysis of the data:
  - The overall comparison between the various themes over the three periods (2008, 2010 and 2012) indicated positive results and a noticeable positive shift in the Culture Index was observed:
    - > Overall score in 2008: 52%;
    - > Overall score in 2010: 57%;
    - > Overall score in 2012: 69%.

A comparison of the themes are reflected in the table below.

**Table 40: Comparative results Culture Survey**

| Theme                                  | 2008       | 2010       | 2012<br>Section B | 2012<br>Section C |
|--|------------|------------|-------------------|-------------------|
| <b>Fairness and equity</b>             | 45%        | 48%        | 61%               | 58%               |
| <b>Transformation</b>                  | 47%        | 55%        | 60%               | 70%               |
| <b>Trust, respect and support</b>      | 53%        | 56%        | 69%               | 59%               |
| <b>Valuing/accommodating diversity</b> | 49%        | 54%        | 67%               | 71%               |
| <b>Values and Vision</b>               | 57%        | 61%        | 76%               | 64%               |
| <b>Management</b>                      | 60%        | 65%        | 75%               | 70%               |
| <b>Job satisfaction</b>                | 63%        | 65%        | 75%               | 81%               |
| <b>Overall index</b>                   | <b>52%</b> | <b>57%</b> | <b>69%</b>        | <b>68%</b>        |

It is clear that there has been an increase in the overall percentage for each theme since 2010. Transformation and Fairness and Equity were the themes with the lowest score in 2012 but when the questions in section C were also taken into consideration, Transformation came out much higher, while Fairness and Equity remains an area of concern. The analysis of the data was done by a panel of external and internal experts.

## Open conversations and workshops

The Transformation Unit hosted various forums and workshops in 2012. The purpose of these platforms is to facilitate open dialogue and to address current transformational challenges and issues. The table below reflects the nature and scope of these conversations and workshops.

**Table 41: Transformation: Open conversations and workshops**

| Project Name  | Theme                             | Objectives   | Dates                                       |
|---|-----------------------------------|--|---|
| Developing a UJ Culture – Transforming the ‘We’ through Integral Leadership                 | Institutional culture and climate | Developing the UJ Values Charter (preparing for the Culture Survey to be conducted in September 2012).   | 17 February 2012                            |
| Workplace Relations – How is UJ doing?  | Employee relations                | Awareness of employee rights in the workplace, including victimisation, harassment and bullying.   | 18 May 2012                                 |
| How far do Human Rights go?   | Human rights                      | Supporting a democratic ethos and culture of human rights. Look at our Constitution and human rights – the tension between civil, political, economic, social and cultural rights. | 15 June 2012                                |
| Workshop: Prof. Julian Sonn (Management Level)  | Transformational leadership       | Promote transformation processes and focus on developing transformational leadership as an essential component of meaningful and significant cultural change.                      | 7 and 8 June 2012                           |
| The Advancement of Female Academics in Higher Education                                     | Women in leadership               | Promoting leadership for women.  | 3 August 2012                               |
| Workshop on Responsible Conversation: From Re-active Conversation to Re-directive Dialogue. | Open dialogue/ conversations      | The focus is on how to redirect conflict from destructive reaction to constructive engagement.   | 26 to 28 March 2012<br>13 to 17 August 2012 |

## **Staff Day – Jazz Festival**

On 16 March 2012, the Staff Day (Jazz Festival) was held on the Bunting Road Campus. The event was attended by approximately 1 300 employees. Unfortunately, the planned programme could not be executed due to very cold, rainy weather and worst of all a power failure. In spite of the inclement weather employees enjoyed themselves.

## **Annual Colloquium**

The Annual Colloquium was held on 16 October 2012. The theme for this year was: “UJ’s identity in Africa – what does it mean for the University to be anchored in Africa?” The Colloquium featured three speakers from UJ and the following topics were addressed:

- “Between Fixity and Fluidity: the Constitution, the University and African identity” – Prof. David Bilchitz from the Faculty of Law;
- “Mediating and Maximising Student Agency on Campus: focus on student-driven activities and their impact on student development” – Prof. Michael Cross from the Faculty of Education;
- “Defining a University in Africa: challenges and opportunities for academic development” – Prof. Jenny Clarence-Fincham from Academic Development and Support.

## **Diversity Week**

The University of Johannesburg celebrated its third annual Diversity Week from 25 to 28 September 2012. The theme for the year was “Unity in Diversity – achieving cohesion at UJ through nurturing our unique multi-campus cultures”. The idea for this year’s theme was inspired by the feedback received from the focus group discussions that were conducted on all four campuses during May. The results of the focus groups indicated that the various campuses saw their own campus culture as unique and special in its origin, history and achievements.

During Diversity Week we explored the different cultures of our four campuses and the experience was truly informative and contributed significantly to our understanding and appreciation for our diverse campus cultures, but most of all understanding how it contributes to a UJ culture that is diverse, dynamic and inclusive.

The Diversity Week programme consisted of the following:

- 25 September 2012 – DFC Campus – We Have Spirit;
- 26 September 2012 – APB Campus – Amazing Race (Celebrating Diversity);
- 27 September 2012 – SWC Campus – Home Sweet Home (E’Kasi);
- 28 September 2012 – APK Campus – Sense our Energy.

## **Leadership development**

The ELG Leadership Development Programme is coordinated through the Transformation Unit. The following programmes are in place:

### **• ELG Individual Coaching**

During 2011 and 2012, most ELG members participated in the individual coaching project. The purpose of the first phase of the coaching intervention was to support the UJ leaders in their role as transformational leaders.

### **• 360° Evaluation**

- ELG level: At the end of 2011, a 360° evaluation was done for all ELG members. This second phase of the coaching was directly linked to the development of leadership competencies and was structured to support the development of competencies in line with the strategic thrusts: in particular for Strategic Thrust 6: “leadership that matters”. This coaching process for 2012 was linked to the outcomes in relation to the quality of leadership.
- Senior management level: A 360° instrument was developed for the senior manager level in 2012 and a pilot study was conducted at the end of 2012. The feedback to assessors and line managers will be conducted during January and February 2013.

- **Team Coaching and Interventions**

The Transformation Unit provided advice and assistance with team coaching and interventions where and when needed. Team coaching and interventions took place in various faculties and divisions during 2012, for example, UJ Sport, the Library, the Faculty of Law, the Faculty of Health Sciences, the Faculty of Education, the Faculty of Economic and Financial Sciences, the Faculty of Humanities, the Finance Division, Human Resources and the Enrolment Centre.

- **Leadership Development Programme**

During 2011, the Leadership Development Project Team provided guidance and support for the development of a Leadership Development Model for the University. The aim was to integrate the different processes taking place in the University into a well-developed model that would serve the entire University community. A proposed model was considered by the Project Team and submitted for approval at the ELG Strategic Breakaway from 7 to 9 February 2012. The intent is to implement this model over a period of three years, starting in 2013. The Leadership Development Programme will address leadership development at the following levels in the institution:

- Executive leadership
- Senior management
- Emerging leaders

An e-learning component will also be developed.

## **Transformation Managers' Forum**

The Head of the Transformation Unit is a member of Higher Education South Africa's (HESA) Transformation Managers' Forum and represents the University at the meetings.

## **Induction Programmes**

The Transformation Unit participates in the Induction Programme to promote the Transformation Agenda of the University of Johannesburg.

## **HUMAN RESOURCE MANAGEMENT**

The Unit consists of two permanent positions and one temporary position. The present incumbents (one permanent and one temporary) are both white females. A new Project Manager position has been advertised and interviews took place during November. A black male candidate has been identified and the position will be filled in 2013.

## **ENVIRONMENTAL SUSTAINABILITY**

Sustainability was identified as a core component of the Transformation Agenda and the Unit promotes sustainability through the major events and programmes it hosts during the year.

## **STAKEHOLDER ENGAGEMENT**

The Transformation Unit regularly meets and consults with important stakeholders within the University and other universities. It also actively participates in the Transformation Managers' Forum (TMF) of HESA and subcommittees of the TMF. It attends workshops and conferences organised by the Department of Higher Education and Training (DHET) and HESA. The Unit regularly invites transformation managers and colleagues from other universities to attend workshops and colloquiums hosted by the Unit. During 2012 the Head of the Unit was an Executive Member of the Anti-Racism Network in Higher Education.

## **LEADERSHIP FOOTPRINT**

The Transformation Unit has reached its goals for 2012 and celebrates its achievements with pride. The Unit provided leadership in its pursuit of promoting the Transformation Agenda of Higher Education and the country

in general. It did this by embedding the Institutional Transformation Plan within the institution. It also added value to the University community through leadership development initiatives and programmes.

## CONCLUSION AND WAY FORWARD

The Unit has achieved the objectives for 2012 and has contributed significantly to the Transformation Agenda of the institution in its two years of existence. It has also made a contribution on a national level through participation in various forums, HESA subcommittees and by providing guidance and support to colleagues from other institutions. The main focus of the Unit for 2013 will be on the institutional culture but the Unit will also give dedicated attention to the following aspects:

- monitoring and evaluating progress in respect of the implementation of the Institutional Transformation Plan within the faculties and divisions;
- analysing the UJ Culture Survey results and facilitating intervention;
- starting a process for the development of a new Culture Survey instrument to be used in 2014;
- launching the UJ Values Charter during the 2013 Staff Day;
- developing an Ethics Charter that will include a consultative process, communication campaign and a training module;
- implementing the Senior Management and Emerging Leadership Development Programme for UJ during 2013;
- conducting the 360° Evaluation for Senior Management;
- providing continued support to the ELG with regard to personal coaching, team coaching, team building and interventions where necessary ;
- organising UJ Staff Day, focusing on the UJ Values;
- organising Diversity Week from 16 to 20 September 2013;
- focusing on awareness and education of UJ staff on transformation and diversity issues through:
  - monthly 'open conversations'
  - the annual national colloquium
  - cultural integration workshops
  - focus groups on all campuses
- continuing Capacity Training Programmes for transformation facilitators;
- supporting master's and doctoral candidates, whose focus is on UJ Transformation, with their research.



**Derek Van Der Merwe (Prof.)**

Deputy Vice-Chancellor: Strategic Services



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal

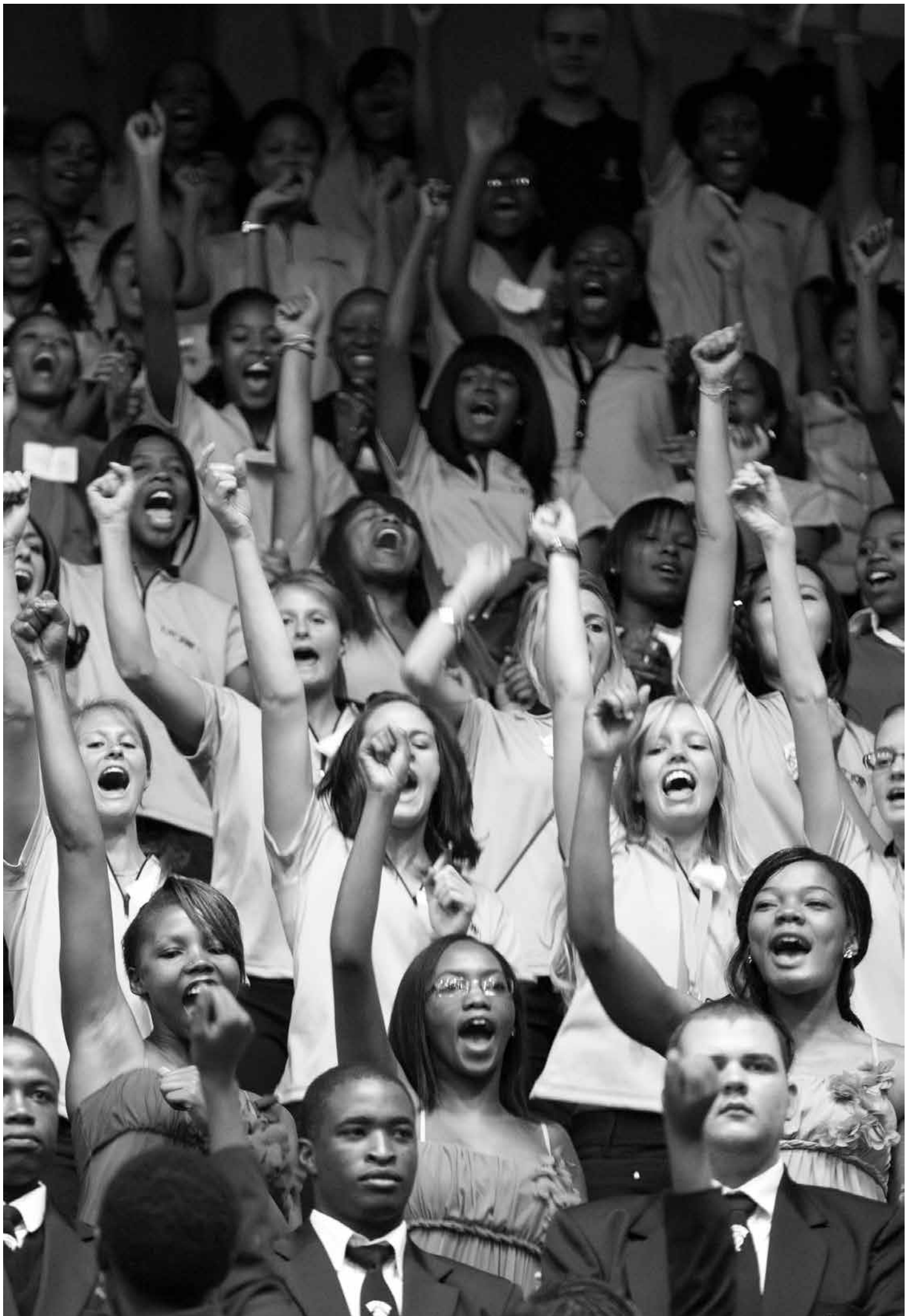


**Roy Marcus (Prof.)**

Chairperson of Council







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# STUDENT LIFE

## OVERVIEW

This section focuses on student life at the University with reference to Student Affairs, Arts and Culture and Sport. Three executive directors are responsible for the leadership and governance in each portfolio and report to a member of the MEC. Arts and Culture is part of the portfolio of the Executive Director: Advancement. The Executive Director: Advancement reported to the Vice-Chancellor and Principal during the restructuring of the portfolio and vacancy of the Deputy Vice-Chancellor concerned.

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# STUDENT AFFAIRS

## INTRODUCTION

As a support structure reporting administratively and operationally to the DVC: Strategic Services and to the Vice Chancellor politically and strategically, the Division of Student Affairs encompasses the following units to meet the diverse needs of students in a complex comprehensive university:

- Student Life and Governance (SL&G)
- Student Ethics and Judicial Services (SE&JS)
- Student Accommodation and Residence Life (SA&RL)
- The Student Media UJFM 93.2 and the student newspaper the *UJ Observer*

The increased collaboration between Student Affairs, the Centre for Psychological and Career Development (PsyCaD), the Academic Development and Support (ADS) Unit, the Social Work Department and the Communications Unit led to the establishment of a Liaison Committee. The Liaison Committee attends to the promotion of academic excellence and the creation an academic ethos in the residences; the roll out of the Student Charter: Rights and Responsibilities and the qualities of a UJ Graduate as approved by the Management Executive Committee( MEC); the student Communication Strategy and campaigns and the Meal Assistance Programme. The Liaison Committee meets monthly to address these matters.

The appointment of senior students from the Social Work Department as part of their work-integrated learning (WIL) was to fill the much needed gap of attending to the social challenges faced by students.

The Student Affairs' Be Fit for the Future (BF4F) Student Campaign facilitated by the Communications Unit won three awards at the Marketing Advancement and Communications in Higher Education (MACE) Excellence awards ceremony in 2012 for achieving 75% or higher in their category. The award was based on creativity, uniqueness and audience.

The student newspaper *UJ Observer* won the Best Student Community Paper in 2012, as voted by the students of South Africa on the Student News Grid, a platform on which all student newspapers of different universities are compared.

2012 was a year of transition for the Division of Student Affairs – a new director was appointed, some staff members resigned, several staff members shifted responsibilities, and several new members were welcomed to the Division. Despite the challenges experienced in 2012, the focus of the units remained on the promotion of academic excellence and the development and support of students. Essential to this was the increasing collaboration across the divisions as well as across the University and campuses.

While change and transition can be difficult and our work very challenging, the divisional success rests with the outstanding commitment and dedication of our 66 full-time and 28 temporary staff, 60 volunteers at UJFM and our internal and external partnerships.

## **GOVERNANCE STRUCTURES AND QUALITY MANAGEMENT**

The Student Affairs Division comprises four units, each with its own purpose and strategy but inextricably interwoven in terms of working together to realise the Vision, Mission and Values of the University, its strategic thrusts and providing the preferred student life and experience. The Vision and Mission will be rolled out in 2013 and will form part of the SRC's, residences' and societies' programme of action.

Student Affairs has also been tasked to develop and roll out the Meal Assistance Programme for hungry students and to assist the SRC with the allocation of the TRUST Fund allocated to it by the University Council to financially assist students who have not received NSFAS funding.

In executing its mandate to promote academic excellence in the residences and day houses and to combat risky student behaviour, Student Affairs established strategic partnerships with PsyCaD, the ADS, the Communications Unit, the Institutional Office for HIV/AIDS (IOHA), Protection Services and the Campus Clinic.

## **OPERATING CONTEXT**

### **Student Ethics and Judicial Services (SE&JS)**

The work done in this Unit is primarily governed by the Regulations for Student Discipline which, among others, also describes the administrative processes for student discipline.

The following documents serve as guidelines for quality management:

- the Deloitte Audit Report of 2011 which indicated that risky practices identified in the previous report were addressed;
- the Regulations for Student Discipline;
- the work-process flow document adopted as a result of the organisational development process;
- the UJ Strategic Thrusts 2011 to 2020.

SE&JS undertook an organisational development process in 2012. The outcome was a proposal for four additional positions to ease the workload in the Unit. This was not approved due to the large number of positions requested by the University's different faculties and support units. The structure was then modified to provide for a Prosecuting and Information Management function. The Ethics Unit, which deals with the corrective, preventative and developmental aspects of student behaviour, could therefore not be established.

### ***SE&JS business processes***

The key business processes which inform the structure and organisation design are:

- preliminary investigations – this refers to reported cases;
- corrective action through alternative dispute resolution measures e.g. discipline through dialogue – this involves facilitating conflict between students to find acceptable solutions to the aggrieved parties, encouraging students to ask for forgiveness and be forgiving, and supporting students to take responsibility for their actions;
- corrective action through disciplinary hearings – administering effective discipline through specific turnaround times for specific types of cases, the development of specific guidelines for dealing with specific cases, broadening the database in order to improve analysis and reporting, and establishing communication forums for the diverse participants (faculties, MEC, Senate and its subcommittees);
- implementation of sanctions and reporting;
- fostering a culture of ethics – communicating the UJ values, encouraging students to live an ethical lifestyle, extending the Ethics Ambassadors' Programme across campuses.

### ***Implementation***

The implementation of an Information Management Unit, introduced in September 2012, drastically increased the quality of output by SE&JS as all information was captured, communicated and processed correctly. This was unfortunately not sustainable as the staff had to take on additional responsibilities.

## **Student Accommodation and Residence Life**

SA&RL includes the admission and placement of students in residences, residence operations, managing vacation accommodation and accredited off-campus accommodation.

### ***Residence admission and placement***

Residence admissions refers to placement of residence students in specific residences in line with the guiding principles of the placement policy. Placement entails receiving applications, processing and capturing them and room allocation.

### ***Residence Life***

Residence Life entails the holistic development of students residing in residences with an emphasis on the preferred student experience, promoting the academic ethos and academic excellence programmes, student wellness and the offering of a caring and safe environment in the holistic (intellectual, social, emotional, physical and spiritual) development of the student.

### ***Residence Operations***

Residence Operations refers to day-to-day operational activities which includes cleaning, residence maintenance, asset management and compliance with the Health and Safety Regulations.

### ***Accredited off-campus accommodation***

Off-campus accommodation means private properties which have been evaluated, accredited and approved by the University to provide alternative accommodation to cash-paying students, NSFAS-funded and private bursary-funded students who cannot be accommodated in UJ residences. Significant numbers of students live in accredited and non-accredited off-campus accommodation in close proximity to the campuses of the University. The University has approved a policy on accredited off-campus accommodation for such students to protect the rights and interests of the University and its students, and to protect students from exploitation by landlords. UJ has also developed a Code of Conduct for accredited off-campus accommodation.

### ***Vacation accommodation***

Vacation accommodation refers to the management of requests for accommodation that are received from the UJ community and outside organisations or individuals for the recess period.

### ***Governance structures and quality management***

The residence management comprises a director who reports to an executive director, three heads of department, placement officers, house wardens, residence managers, residence assistants and student assistants.

The governance structures are underpinned by the following policies: the Admission and Placement Policy, the House Warden Policy, the Off-Campus Accreditation Policy, the Placement Policy, the Rules And Regulations for Residence Students, and the Residence Vacation Policy.

Governance structures include the Accredited Off-Campus Accommodation Executive Committee, house wardens and residence managers, house committees, house committee primaria councils, sub-house committees, residence academic advisers who facilitate the residence academic programme, the Placement Committee, the Residence Monitoring Committee and the Residence Oversight Committee.

Other universities benchmark against the University of Johannesburg's accreditation of off-campus accommodation, integrated training of house committees on all four campuses, regular meetings with SRCs and house committees, Residence Management Forum meetings, the Residence Oversight Committee (comprising staff and students who monitor the Residence Introduction Programme and report on possible abuses in residences in the first month after the reopening of the University), and the implementation of the six-pillar model which comprises sports, arts and culture, community outreach, social life, leadership and risky student behaviour.

These pillars promote the holistic development of the students and are underpinned by the Academic Excellence Programme, the formation of substructures (planning committees and residence academic advisors), one-on-one meetings with staff, performance contracts for all staff, residence operations meetings, residence monitoring committee meetings, annual residence experience surveys for first-year students, benchmarking with other universities, staff and student development programmes, accreditation of off-campus accommodation, alignment of residence policies and practices, integrated training of all house committees, and regular meetings with SRCs and house committees.

## **Student Life and Governance (SL&G)**

SL&G comprises four areas of responsibility, the Student Representative Council (SRC), student societies, RAG and the student newspaper, the *UJ Observer*. The position of Head: Student Governance was re-graded to the position of Director: Student Life and Governance from 1 January 2012.

The responsibilities of the Director were extended to cover the following additional responsibilities: providing administrative support for the Meal Assistance Programme, administering the SRC Trust Fund to assist financially needy students and establishing the Emerging Student Leaders' Programme facilitated by the National Student Leadership Academy (NSLA).

SL&G comprises eight positions reporting to the Director: Student Life and Governance. The effective functioning of SL&G is underpinned by the processes of student development, elections and appointments, policy development, administrative support and management. There are six student development practitioners, one student newspaper officer and one administrative assistant.

The Director: Student Life and Governance provides leadership, management and support for Student Life and Governance. The student development practitioners provide opportunities for an optimal student life experience on a particular campus. The Student Newspaper Officer manages and supports the *UJ Observer* and the Administrative Assistant provides administrative support to the Office of the Director: Student Life and Governance.

### **Governance structures and quality management**

The work of SL&G is underpinned by the Charter of the Student Services Council, the SRC Constitution, the SRC Electoral Policy, the Societies Policy, the Financial Policies, the Policy on Responsible Use of Alcohol, the Event Safety and Security Standard Operating Procedures, the Regulations for the Student Newspaper and the Regulations for RAG.

The following structures were put in place to ensure that good governance and quality is well managed: monthly staff meetings with the UJSRC and campus SRCs, RAG committees and the *UJ Observer*; quarterly meetings with societies; monthly staff meetings and arranging and organising the quarterly meetings of the Student Services Council (SSC) which is co-chaired by the DVC: Strategic Services and the UJSRC President.

Staff members also had occasional meetings with organisers of events to discuss and ensure that events were properly planned and executed. Staff also met with Protection Services (PS) to discuss planned student events.

SL&G established criteria for the evaluation of quality i.e. fitness of purpose, fitness for purpose and effectiveness and efficiency. Fitness of purpose was measured to determine whether a project or event had provided for the holistic development of students. Fitness for purpose was to determine whether a project plan, budget and logistical arrangements had been provided for. Effectiveness and efficiency was measured on the basis of cost effectiveness, time efficiency and value for students.

## **Student Radio Station UJFM 95.4**

The legal status of UJFM 95.4 is that it is an association of volunteers under the custodianship of the University of Johannesburg. It is governed by a Board of Directors and is chaired by the Executive Director: Student Affairs.

### ***Vision and Mission***

UJFM 95.4 is a complete 'info-tainment' youth radio companion. Its mission is to provide quality programming that speaks directly to the needs of the UJ student and staff community.

### ***Scope***

UJFM 95.4, licensed as a 'class' community radio broadcasting medium, provides an interactive, info-tainment on-air presentation style that engages with and reflects the aspirations of its primary target audience, the UJ student and staff community.

UJFM 95.4 provides on-air content that includes an eclectic mix of music and pertinent talk directed at a primary target audience between the ages of 16 and 28 years and reflecting the demographics of the UJ community.

### ***Broadcast spectrum (footprint)***

The primary UJ community constitutes the Kingsway Campus (APK), the Doornfontein Campus (DFC), the Bunting Road Campus (APB) and the Soweto Campus (SWC). The secondary listenership includes all other audiences falling within the broadcast footprint of UJFM 95.4.

### ***UJFM Board of Directors***

The UJFM Board of Directors, still to be approved by the MEC, consists of:

- the Executive Director of Student Affairs (Chairperson);
- the Station Manager of UJFM 95.4;
- five members appointed by the MEC: one individual from Advancement, a legal representative, a representative from Financial Governance and Revenue, one from Commercialisation and a full-time UJFM 95.4 staff member;
- a UJSRC representative who heads the UJSRC Marketing, Projects and Development portfolio.

### ***UJFM 95.4 management structure***

There is one permanent employee who is the Station Manager, twelve temporary employees and sixty volunteers.

### ***Programming***

#### ***Marketing***

This team is responsible for the facilitation of regular campus activations among the four UJ campuses, as well as the brand marketing initiatives. Research is also conducted to establish audience music preferences and taste.

#### ***Music Selection Committee***

This committee selects genres of fresh and popular music, eclectically suited to the UJ student community.

## **RISK AND MANAGEMENT OF RISKS**

### ***Risks***

Risks include the following:

- risky student behaviour relating to student health and safety, HIV/AIDS, crime, substance abuse (alcohol and drug abuse), depression, promiscuity, rape, violence and xenophobia;
- squatting and sub-letting in residences;
- increased expenditure by students on student functions;
- shortage of student accommodation;
- poor discipline in residences;
- poor residence management and outdated residence traditions and practices;
- excessive expenditure on damages to cars hired by student leaders;
- student events of more than 500 students;



- student events where alcohol is served and abused;
- inadequate output due to high workload;
- possible damage to the UJ brand created by irresponsible student newspaper reporting;
- lack of leadership skills;
- excessive travel expenditure by student leaders using UJ cars or hired cars;
- the continuous outflow of UJFM 95.4 presenters to the broadcast industry;
- the poaching of key UJFM 95.4 presenters by commercial radio stations;
- challenging levels of professionalism over the airwaves of UJFM 95.4.

## **Mitigation**

A breakthrough strategy will be implemented for risky student behaviour in 2013. A sixth pillar incorporating risky student behaviour has been included in the five-pillar model of sports, culture, community outreach, leadership and social life. These six pillars underpin the Residence Excellence Programme. One accredited off-campus facility, Gateway, housing 1 500 students, will form part of a pilot programme to roll out and replicate residence and campus programmes to accredited off-campus accommodation in 2013. Discussions are underway with Gateway for the roll out of this programme which will include:

- regular raids in residences;
- training of staff and students in financial policies and procedures;
- building of new residences and drawing up an SLA for providers of off-campus accredited accommodation;
- planned programmes, campaigns and interventions;
- appointment of staff to handle residence disciplinary cases;
- tightening up controls and reporting and the Envisaged Residence CODESA in 2013 to review outdated residence traditions and practices;
- UJ drivers driving cars when booked over weekends by student leaders;
- review of Student Policy events;
- continuous and diligent control by SL&G staff;
- exposing all student affairs units to an organisational development process for better effectiveness and efficiency;
- development of skills of students and staff;
- regular auditions and radio presenting opportunities being offered by UJFM95.4 to students from all four campuses;
- regular and ongoing in-house training and mentorship of new talent being offered by UJFM 95.4 during the day as well as in the evenings.

## **STRATEGIC THRUSTS AND TARGETS**

### ***Thrust One***

Through its campaigns, banners and ethics ambassadors, SE&JS promoted academic honesty and integrity among students.

The SA&RL involved students in a range of outreach projects: Green Week, food donations, bible studies, CV writing, interacting and providing toiletries to children from orphanages, adoption of old age homes and orphanages, renovation and painting of homes and provision of learning materials to pupils at the surrounding schools. SA&RL involved students in a range of community outreach projects with the UJ community. UJFM was involved in on-air talk radio with at least six academic faculties, two support units, namely PsyCaD and IOHA, and Sports.

The City of Johannesburg and the provincial government provided sport facilities for UJ students.

### ***Thrust Three***

Similar and equivalent operational work space such as offices and boardrooms were provided for each area of responsibility in line with the required standard of the existing infrastructure on each campus. All four campuses participated in similar residence and sport programmes.

### ***Thrust Four***

Twenty per cent of residence spaces were reserved for international students. These students were also assisted with alternative accredited off-campus accommodation.

### ***Thrust Five***

There were road shows and outdoor broadcasts by UJFM 95.4 which targeted schools in the southern suburbs with a special focus on the Soweto Campus as a premium UJ brand and first-choice study destination. The road shows also strategically targeted schools in the northern suburbs to engage with and attract potential learners to the UJ brand.

### ***Thrust Six***

A culture of ethics was fostered among students by establishing students as ethics ambassadors to promote ethical behaviour on the different campuses. House committee and primaria training and mentoring was conducted.

There were interventions on xenophobia, gender violence, violence against lesbians, gays, bisexuals, transsexuals and intersex (LGBTIs). The campaign, Be Student Wise, with a focus on risky student behaviour, was rolled out.

SL&G conducted the Emerging Student Leaders' Workshop for prospective leaders, facilitated by the National Student Leadership Academy (NSLA). A range of training programmes were implemented for the SRC, including the induction of the 48 SRC members. The SRC elections were overseen by the Independent Electoral Commission (IEC) from 3 to 5 October 2012.

The Executive Director: Student Affairs visited various universities in the USA, Scotland and London to benchmark international practices on student life and governance and student accommodation. One of the highlights for the students was meeting the National Union of Students (NUS) at Edinburgh University. A group of young leaders, the American Council of Young Political Leaders, from the USA visited UJ and interacted with a range of student leaders.

There were regular health lifestyle activations on UJFM by student leaders on all UJ campuses on HIV/AIDS awareness, stigma knockout and status updates.

### ***Thrust Seven***

UJFM 95.4 identified and conducted regular on-air discussions with successful leaders in the academic and corporate fields who graduated from UJ from 2005 onwards. On-air programmes with sports professionals in different sporting disciplines who studied and graduated at UJ were also broadcast.

### ***Thrust Eight***

Effective measures were taken to correct errant student behaviour through student discipline, alternative dispute resolution and awareness.

UJFM 95.4 provided a common platform and a pivotal engaging voice among the UJ community on all four campuses.

SL&G provided administrative and managerial support to the SRC with regard to the Meal Assistance Programme and the SRC Trust Fund for needy students.

## **PERFORMANCE**

### **Prosecuting function (case management)**

The following disciplinary cases were recorded and completed in 2012:

|                   |     |
|-------------------|-----|
| Cases recorded    | 262 |
| Cases completed   | 146 |
| Cases outstanding | 107 |

For the past two years SE&JS has been able to manage about 150 cases per year. This number should increase with the implementation of the new organisational process which was designed to process more cases while maintaining the same quality of communication and recording that is currently practised.

Apart from the 146 completed disciplinary cases, SE&JS had to process an additional 545 cases of medical certificate fraud before the November assessment.

### **Information management (administrative function)**

Quarterly reports of disciplinary cases completed were generated and submitted to the MEC, Senate, the Senate Higher Degrees Committee, the Risky Student Behaviour Committee and Central Academic Administration.

### **Student Ethics**

A number of awareness campaigns and student leadership workshops were conducted. These included:

- Participation in the Orientation buzz;
  - Training of the SRC, house committees and societies;
  - Visits to residences on all campuses;
  - Distribution of pamphlets and crime awareness and ethics awareness campaigns on all four campuses.
- A special project to promote awareness of the Student Regulations involved the distribution of 10 000 calendars and 20 000 pamphlets.

### **Student Accommodation and Residence Life**

Towards the end of 2007, the residences embarked on integration and diversity interventions that were aimed at addressing the racism issues experienced in some of the UJ residences. After an intervention of almost three years, it is believed that the issues of racism in the residences have been erased as not a single incident was reported to the management or the local media in 2012.

The University has now identified gender violence and xenophobia as a new challenge that is not only facing society, but also higher education institutions. In order to address this problem, UJ embarked on a programme to combat gender violence among its student population. The programme is aimed at forging a strong sense of belonging and unity among female and male students through a series of workshops on gender violence. The workshops were designed to promote Ubuntu and eradicate any form of violence among students.

The workshops were conducted by Professor Pitika Ntuli, a Consultant and Cultural Specialist who used a participatory format that encouraged active involvement and engagement by students. Techniques such as brainstorming and role play, illustrating a range of violent acts and reactions to them, were utilised. The ensuing discussions enabled students to share their views, clarify their values and identify personal goals and actions around the issue of gender violence. At the conclusion of the workshops students were given hand outs as a resource to combat violence.

Measures were instituted to deal with disciplinary cases in accredited off-campus accommodation. Sixteen thousand five hundred beds were accredited and an executive committee comprising off-campus providers was established to address challenges relating to accredited off-campus accommodation. The accredited off-campus accommodation policy is being reviewed on a regular basis.

### **Student Life and Governance**

The performance of Student Life and Governance can be measured against the KPAs which were identified in line with the University thrusts. Below are the KPAs, goals, methods of implementation, measurement for achievement and criteria for evaluation.

#### **KPAs**

- Provide holistic development opportunities for all students;
- Initiate, coordinate and organise projects that will contribute to a vibrant UJ student life;
- Manage and support student organisations.

## **Goals**

- Provide holistic development opportunities for all students;
- Contribute to a vibrant student life;
- Manage and support student organisations;
- Hold the annual election of new leaders for student organisations;
- Induct student organisations;
- Adhere to University regulations, policies and procedures;
- Ensure that student organisations have effective operational environments;
- Provide communication channels between students and relevant stakeholders.

As stated earlier, the *UJ Observer* was voted the Best Student Community Paper by the students of South Africa on Student News Grid.

## **Description of the performance**

- 45 000 student diaries were produced and distributed;
- 960 students were fed through the Meal Assistance Programme and 1728 dehydrated meal packs were issued weekly;
- Financial literacy programmes were organised for students;
- 100 students attended the Emerging Student Leaders' Training Programme;
- A staff breakaway and review was conducted;
- Operational planning for staff and a strategic review was done;
- A Women of Worth Workshop was organised for 100 female students;
- An awards function was organised for all student leaders;
- The SRC Trust Fund was allocated to certain students who did not have fees to register at the beginning of the year;
- All SRC members attended the SRC induction;
- All campus SRCs conducted SRC reviews and teambuilding;
- The NSLA facilitated the SRC leadership training for all SRCs;
- Twenty-seven per cent of the students voted for the SRC during the 2012 elections, a 3% increase on the previous year;
- All campuses participated in RAG week activities and the procession;
- All the campus RAG committees attended the RAG Training Day;
- All the campus RAG executive committees attended the training programme;
- All recognised societies attended the planning meetings;
- Societies recruited new members;
- All chairpersons of societies attended the societies' training workshops;
- All societies participated in Know Your Society campaigns;
- All campuses organised successful sport fun days;
- About 95% of societies conducted annual elections of their committees.

## **UJFM 95.4**

### ***On-air interviews with sports personalities***

During 2012 UJFM 95.4 identified various sporting bodies and personalities and invited them to participate in discussions over the airwaves. These interviews were held to promote a healthy lifestyle among students through sport and to discourage risky student behaviour.

Personalities who were guests of UJFM 95.4 included:

- Minister Fikile Mbalula, Minister of Sports and Recreation;
- L.J. van Zyl, Athletics SA 400m hurdles record holder;
- Chad le Clos, South African Olympic Gold Medallist in swimming;

- Kgothatso Montjane , South African wheelchair tennis player;
- Amanda Dlamini, Banyana Banyana Captain;
- Faf du Plessis, Proteas' cricketer;
- Roger de Sa, Orlando Pirates' Head Coach;
- Trevor Fisher, junior golf professional;
- Mathew Hatton, current European boxing champion;
- Hugo van As, UJ Rugby Head Coach;
- Justin Wheeler, UJ Rugby Captain.

#### ***On-air content programming topical discussions with various UJ representatives and stakeholders***

- Dr Marlene Arndt, a Clinical Psychologist from PsyCaD, addressed why students drop out without qualifications.
- Celeste Wolofensberger, an Educational Psychologist, outlined a student survival skills kit.
- Erica Pretorius, Instructional Designer from CenTAL, addressed educational tips, plagiarism and dishonesty in examinations.
- Noorjehan Joosub, a Counselling Psychologist from PsyCaD, gave information about peer buddies.
- Leong Pon, a Counselling Psychologist from PsyCaD, addressed rape, date rape, sex, sexuality and sexual orientation.
- Charlene Sunkel from the Johannesburg Mental Health Society addressed panic and anxiety, personality/self-esteem and depression/suicide.
- Nita van den Berg, Director of Student Ethics and Judicial Services, addressed risks, student discipline and dishonesty.

## **RESOURCE MANAGEMENT**

### **Student Ethics and Judicial Services**

SE&JS has seven permanent members, one contract appointment and two temporary appointments. Of the seven permanent appointments, three are males and four females, two are black, four white and one is coloured.

After the organisational development process for SE&JS was completed in August 2012, a number of new role profiles had to be drafted, posts graded and official appointments made. Human Resources indicated that they would only be able to attend to this in 2013 due to time constraints and backlogs.

#### ***Management of vacancies***

The head of SE&JS resigned in September 2012, after accepting a position at another institution. The Director of SE&JS and the Head of Information Management resigned in December 2012. The Director accepted a senior post at another institution and the Head resigned because of family reasons. The loss of three experienced, skilled and productive senior staff members has had a negative effect on the functioning of SE&JS. Arrangements have been made to fill the positions as soon as possible and to continue with operations in the meantime.

#### ***Management of overtime (if applicable)***

Staff members work overtime not only to do administration but also to be involved with students over weekends and at night.

#### ***Staff Development Programme***

The organisational development process was a learning opportunity for all staff in Student Ethics and Judicial Services.

### **Student Accommodation and Residence Life (SA&RS)**

(SA&RL) comprises one director, three heads, 53 full-time and contract appointments and 11 temporary appointments.

### ***Management of overtime***

Overtime is managed in terms of the UJ Conditions of Service. The policy states that UJ employees must seek approval before working overtime.

### ***Achievements of employees***

No staff received additional qualifications in SA&RL in 2012.

### ***Staff Development Programmes***

The following skills development opportunities were provided: time management, advanced report writing, Excel, Word, PowerPoint, essential assertiveness skills, and workshops on the effective management of residences. Staff received training provided by the Association of College and University Housing Officers-International-South African Chapter (ACUHO-I-SAC). Cometsa Management consultants also provided training for residence heads.

## **Student Life and Governance**

SL&G has nine permanent and six temporary employees (student assistants).

### **UJFM 95.4**

UJFM has one permanent station manager, 12 temporary employees and 60 volunteers.

## **ENVIRONMENTAL SUSTAINABILITY**

The following projects were initiated by SA&RL: the Going Green Campaign, energy-saving bulbs, switching off lights when not in use and placing switch-me-off-stickers on all light switches, installing smoke detectors, providing recycling bins, encouraging cleaning campaigns in the community to reduce our carbon footprint, avoiding littering, showing documentaries to raise awareness, a monthly cleaning of the local Westdene Dam, celebrating Arbour Day with the Plant a Tree Campaign and collecting glass bottles for recycling during the festival week.

SL&G once again partnered with Generation Earth in a Generation Earth Glass Recycling Awareness Campaign at the Soweto Campus in 2012.

## **STAKEHOLDER ENGAGEMENTS**

### **Agreements/internal partnerships**

SA&RL initiated agreements with UJ Sports, Arts and Culture, the International Office, Occupational Health and Safety, Protection Services, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinic.

There was also collaboration with UJ internal support units to accredit suitable off-campus accommodation, e.g. Occupational Health and Safety, Protection Services, and the SRC.

### **External partnerships**

External partners include City of Johannesburg Urban Development; the Johannesburg community, including Auckland Park, Rossmore, Melville and Brixton; Sports and Recreation South Africa; the City of Johannesburg Ward 69 Councillor; and the accredited off-campus accommodation providers.

The partnership with the provincial government includes the use of their sports facilities for soccer, the training of government officials in indigenous games, and collaboration with the City of Johannesburg City Council and the South African Police Services (SAPS) to monitor all student communes.

Several higher education institutions visited SA&RL to learn about off-campus accommodation. UJ is the benchmark in this regard, as reflected in the Housing Review 2011.

The Independent Electoral Commission (IEC) conducted the SRC elections for Student Life and Governance. The internal stakeholders include Protection Services, Student Accommodation and Residence Life, Student Ethics and Judicial Services, Academic Development and Support (ADS), Human Resources and Finances.

## **LEADERSHIP FOOTPRINT**

The Executive Director: Student Affairs is a member of various institutional committees, the Chapter Adviser for the Golden Key Student Chapter and a member of the South African Association of Senior Student Affairs Professionals (SAASSAP)

The Executive Director did a marketing video for Stop Hunger Now and addressed Capitec Bank on behalf of Stop Hunger Now to get funding to feed hungry children and students.

He also took the University SRC and some staff members on an international benchmarking trip on student life and governance and residence accommodation.

## **CHALLENGES**

- Shortage of on-campus accommodation.
- Dishonesty among some of the off-campus providers who offer bribes to student leaders to get accreditation.
- Outdated abusive traditions and practices in some of the residences on the Kingsway Campus; the University is however acting swiftly and decisively in this regard.
- House wardens who do not align themselves with the UJ Vision, Mission and Values have been asked to step down and in some instances their contracts were not renewed.
- Some of the alumni also negatively influenced residence students by advising them not to give up their RAU residence traditions.
- The challenge experienced with the SRC is the recall clause in the SRC Constitution which deals with the recall and replacement of SRC members deployed to the SRC by SASCO and ANCYL.
- The biggest challenge with the SRC is self-interest, lack of accountability, dishonesty, arrogance and internal strife within the organisations for self-interest.
- Academic dishonesty through plagiarism and cheating during the examinations are being dealt with by the University through the drafting of a policy on plagiarism, dealing decisively with academic dishonesty and having campaigns to promote academic honesty.
- The relationship between the SRC and the house committees remains a challenge; hopefully the Residence CODESA planned for 2013 will address this.

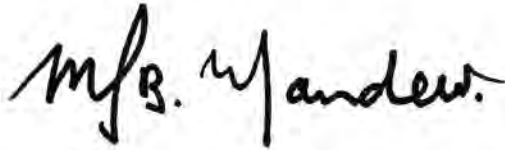
## **CONCLUSION AND WAY FORWARD**

SE&JS delivered quality work despite the human resources challenges. The improvement over the past two years is reflected in the follow-up audit report that indicated that the risky practices identified in the previous report were addressed, namely the speedy execution of the disciplinary cases for the fraudulent medical certificate cases presented before the commencement of the November assessment.

In 2012, SA&RL made huge strides in terms of management systems for the residences on all campuses. SA&RL contributed significantly to the holistic development of students in the preparation for the world of work and responsible citizenship in the range of programmes provided by and for the residences. Challenges of racism and integration are now something of the past and residences have a shared value system. The pilot project introduced in 2011 on the provision of academic excellence programmes in residences continued in 2012 with the support of the Academic Development and Support Unit and PsyCaD. Collaboration with academic units and support services continued in 2012 and residences became sites of learning as opposed to places of repose. SA&RL aims to pilot academic and residence life activities in targeted accredited off-campus accommodation and to increase the number of beds in accredited off-campus accommodation. A concerted effort will be made to attract white students to UJ residences as the number of white students in residences is dwindling. This is also

reflected in the decrease of white students attending UJ. The interventions on xenophobia, gender violence and violence against lesbians, gays, bisexuals, transsexuals and intersexes will continue in 2012.

The absence of student unrest, the successful SRC elections, and the positive participation of the SRC in the annual, difficult and sensitive fee discussions is confirmation of the impact the Student Affairs governance structures and administrative support had on the effective functioning of the SRC.

A handwritten signature in black ink, reading "mfb. Mandew." The signature is written in a cursive, somewhat stylized font. The letters "mfb." are written in a smaller, more compact script, while "Mandew." is written in a larger, more flowing script.

**Bobby Mandew (Prof.)**

Executive Director: Student Affairs



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# ARTS AND CULTURE

## OVERVIEW

The Director: Arts and Culture reports to the Executive Director (ED): Advancement. The strategic thrust related to sustained excellence has relevance. The Division is divided into two units: Visual Arts and Performing Arts.

UJ Arts and Culture is a world-class performing and visual arts facility offering a wide range of vocational and hands-on practical training programmes, in various aspects of the performing arts, on all four UJ campuses.

The UJ Arts Centre is located on the Kingsway Campus (APK) and comprises an art gallery, a 436-seater state-of-the-art theatre, dance studios and choir rooms. Other facilities include the intimate Experimental Theatre on APK and the 150-seater Con Cowan Theatre and dance studios on the Bunting Road Campus (APB).

In addition to producing student drama, dance and musical theatre, these venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions and events.

### Governance structures and quality management

The Arts and Culture Committee advises the ED: Advancement on Arts and Culture policies and programmes to ensure that these align with UJ's core values and add to the prestige and standing of the University. The Committee is composed of the ED: Advancement (Chair); the Head of Arts and Culture; the Dean for the Faculty of Art, Design and Architecture; and the Dean for the Faculty of Humanities. The Committee ensures that the activities, aims and objectives of the Arts and Culture programme are managed and sustained in the best interests of the institution, while continuing to foster and develop artistic and creative freedom. The Committee also provides the ED: Advancement with suggestions as to how arts and culture can enhance or supplement academic programmes, and guides the ED on an appropriate vision for arts and culture at UJ.

Regular heads of section meetings are held with the ED: Advancement. Any issues are discussed with him to keep him up-to-date on planning and implementation within a certain section. Meetings and discussions within the Section across the four campuses are held on a constant and ongoing basis.

### RISKS AND MANAGEMENT OF RISKS

For the period under review new risks and mitigation strategies for health and safety in the Arts Centre and Con Cowan Theatre were identified and added to the UJ Health and Safety Risk Register. The security and protection of assets in the UJ Art Gallery and Collection was also identified. However, the rectification of these issues has been addressed and is being implemented. In addition an independent external evaluation of UJ Arts and Culture for the period under review has been commissioned and will be presented to the Arts and Culture Committee in 2013.

## STRATEGIC THRUSTS AND TARGETS

For Thrust One, Arts and Culture productions, visiting productions, campus programmes, concerts and exhibitions have sustained excellence and high production value. These productions have been income generating with the generated advertising value equivalent to the annual production budget. For Thrust Five, Arts and Culture has implemented an expanded performing arts programme highlighting UJ's transformation agenda, issues of social justice and incorporating community development. This has been achieved by staging 12 productions with a mix of UJ students, alumni and outside professionals. Thrust Six has been achieved pertaining to leadership that matters, in the institution and in civil society. Arts and Culture has secured formal industry recognition for three staff members and at least one arts project, and increased the public profile of UJ Arts and Culture leadership.

## PERFORMANCE

For the period under review, UJ Arts and Culture hosted more than 78 events in total.

### Visual Arts

The UJ Art Gallery presented 11 visual art exhibitions as planned, reflecting on various aspects of the current social construct, hosted 12 walkabouts and lectures and was involved in the presentation of eight publications. A total of 305 individual artists showcased 652 artworks to the value of R18 million and more than 12 000 individuals attended gallery activities.

Guest curators included Wilhelm van Rensburg (Research Associate at VIAD), Abrie Fourie (independent: Berlin), Dr Fred Scott (Director of Stephan Welz and Co), Tracey Munnerik (independent), Ann-Marie Tulley (Research Associate at VIAD) and Jennifer Kopping (Greenside Design School).

Keynote speakers included the following: Dr Bronwyn Law-Viljoen, Editor of *ArtSA*, founding editor of Fourthwall Books and Lecturer at Wits; Prof. Gerrit Olivier, Lecturer at Wits; Walter Oltmann, Senior Lecturer in Fine Arts at Wits; Prof. Federico Freschi, Curator Goodman Gallery and now the new Dean of FADA; James Sey, VIAD at UJ; Marcus Neustetter, founding member of The Trinity Session, Artist of international standing; Prof. Gavin Younge, UCT; Jana Cilliers, Actress and daughter of the late artist, Bettie Cilliers-Barnard; Vaios Kokkoris, CEO George Bizos Fund; Advocate George Bizos; and Stefan Hundt, Sanlam Curator, Head of SPI Services.

A new addition to the annual programme was the Long Table Dinner hosted in collaboration with the George Bizos Fund. Proceeds of the dinner, exhibition and auction, amounting to R260 000, will equally benefit the Bizos Fund, in terms of cultural bursaries, as well the UJ Artists Benefit Fund aimed at assisting artists in time of need.

The Curator and staff inspected the works in the UJ Art Collection on the APK, APB and DFC campuses. An annual inventory has been compiled and this collection comprising 1 509 works is currently valued at R39 701 696. An ongoing process of reframing and restoration forms part of the conservation of the collection.

The gallery furthermore enjoyed a prominent public profile through continued marketing efforts resulting in publicity to the value of R3 798 258 as reflected by Gate 5 media monitoring service.

### Performing Arts

Historically the UJ Arts and Culture Performing Arts Programme comprised only three student productions annually (one dance, once drama and one musical theatre work). A greatly expanded performing arts programme for 2012 saw 12 productions being presented (without any additional budget), offering more students an opportunity to enrich their education and UJ experience.

The first drama production coincided with the 13 April birthday of K. Sello Duiker, author of the book, *The Quiet Violence of Dreams*, adapted by Ashraf Johaardien for stage and directed by Alby Michaels. The production used a mix of students, alumni and professionals, an internationally recognised method of developing quality skills in student and amateur actors. Reviewing the production for *Business Day*, Christina Kennedy wrote:

Young people need to be confronted with narratives that resonate with them if they are to get hooked on drama. And, judging by the response from the opening-night audience, the production clearly

brings up themes that touch nerves, particularly that of youthful alienation. The play is absorbing and gives dazzling musical theatre star Earl Gregory the opportunity to flex his acting chops in his first drama production. There are also some noteworthy performances by professionals and students, complemented by Wilhelm Disbergen's production design.

The Con Cowan Theatre was refurbished and is now a functioning multi-purpose venue. The 2011 Reading Gay Festival culminated in the 2012 THATSOGAY Festival with *Snowman* (directed by Renos Spanoudes), *Little Poof! Big Bang!* (directed by Neels Clasen and starring Bruce Little), *The Boy who Fell from the Roof* (directed by Jade Bowers), and *Dalliances* (directed by Alby Michaels). *The Boy who Fell from the Roof* made use of students, alumni and professionals, but the other three were full professional productions, each superbly crafted and impressively executed.

Also at the Con Cowan Theatre was a production en route to the Dublin Gay Theatre Festival, *Mary and the Conqueror*, written by Juliet Jenkins and directed by Roy Sargeant. On the student front, *Forbidden Broadway* also found itself on the Con Cowan stage. Directed by Greg Homann with musical direction by Rowan Bakker and choreography by Clint Lesch, this was predominantly a student production, however, it was so slick that it was difficult to believe that this was not a professional cast.

UJ Arts and Culture presented the iconic musical *Little Shop of Horrors* which was directed and choreographed by Owen Lonzar in its original B grade movie tradition. Matthew Counihan, an alumnus who is now a professional musical actor, played the lead opposite first-year student Musa Mbalati.

May 2012 saw the inaugural ACT/UJ Conference, a forum for the broad spectrum of the Arts to come together to discuss matters of interest. The theme was The Art of the Creative Economy. The conference took place just days after the national story surrounding the 'Presidential Spear' artwork had broken, giving speakers plenty to say about freedom of expression and the rights of individuals to dignity on both sides of that debate.

The ACT/DALRO/Nedbank Scholarships Competition Showcase was hosted at the UJ Arts Centre Theatre. The two 2012 scholarships for studying performing arts at an accredited tertiary academic institution, each worth R105 000, were awarded to Chantal Evans from Gauteng and Amanda Kunene from KwaZulu-Natal.

The National Arts Festival in Grahamstown is South Africa's largest and most important platform for the performing arts. For the first time students from UJ made their appearance on the student programme with two works, *Alice Who?* directed and choreographed by Owen Lonzar, and *SA Shorts*, a series of six ten-minute plays. The latter was presented at the UJ Arts Centre Theatre after the festival.

The final production of the UJ year was *Dangerous Liaisons*, a fascinating and passionate interpretation of the novel, *Les Liaisons Dangereuses* by Choderlos de Laclos, first published in 1782. Whereas the book deals with letters written by the two main characters to each other, choreographer Owen Lonzar reinterpreted the work to resonate with contemporary social communication media such as Facebook and Twitter.

## **Music**

The internationally renowned UJ Choir held 20 concerts in 2012. In addition, 10 professional concerts with a mix of jazz (curated by Meryl van Noie) and classical music (curated by Renette Bouwer and Richard de Cock) were presented over the year. The jazz concert series did particularly well, outselling the classical music concerts. The music programme for 2012 also included drumming on the Doornfontein Campus and the Unijoh Chorale on the Soweto Campus.

## **Marketing**

The primary publicity focus shifted from being largely inward looking to an increase in outward-facing visibility with an increase in community engagement projects. Relationships with various groups on campus, including societies and residences, were well maintained. This resulted in an increase in group bookings from student bodies during 2012.

Marketing efforts generated publicity to the value of R3.8 million for the Gallery (as reflected by Gate 5 media monitoring service). The Reading Series generated in excess of R1 million in advertising value. The performing arts estimated advertising value was in excess of R11 million for the year.

Consolidating marketing material in order to increase sales and visibility has proven beneficial with the biennial publication of UJ's Arts and Culture magazine, *Art Much?*

## **Employee achievements**

The Head of Arts and Culture, Ashraf Johaardien, received the Legacy Award 2012 for long-time achievement and mentorship within the field of performing arts.

## **STAKEHOLDER ENGAGEMENT**

### **Arts & Culture Trust (ACT)**

In partnership with The Arts and Culture Trust (ACT), South Africa's premier independent arts funding and development agency, UJ Arts and Culture presented the inaugural ACT | UJ Arts & Culture conference themed The Art of the Creative Economy.

Funding for sponsored registrations was secured from Santam and the SAMRO Foundation. In addition, Business and Arts South Africa (BASA) came on board with a supporting grant which was utilised for electronic outdoor advertising, as well as a media partnership with SAFM.

The following major South African arts and culture stakeholders, among others, were represented at the conference:

- Department of Arts & Culture (DAC)
- Assitej
- Visual Arts Network of South Africa (VANSA)
- National Planning Commission (NPC)
- SAMRO Endowment for the National Arts (SENA)
- Business and Arts South Africa (BASA)
- UNESCO
- National Film and Video Foundation (NFVF)
- South African Writers' Association
- Klein Karoo Nasionale Kunste Fees (KKNK)
- North-West University
- Packed House Productions
- Cape Craft and Design Institute (CCDI)
- Rhodes University School of Journalism and Media
- National Arts Festival (NAF)
- Tshikululu Corporate Social Investments
- The Gordon Institute of Performing and Creative Arts (GIPCA)
- Arterial Network
- Art Africa Centre
- The Goethe Institute
- The Standard Bank Group
- South African Arts Writers' and Critics' Association (SAAWCA)
- Nedbank Arts Affinity
- Freedthinkers
- National Arts Council (NAC)
- National Lottery Distribution Trust Fund (NLDTF)
- Performing Arts Network South Africa (PANSA)
- Johannesburg Youth Orchestra Company (JYOC)
- Engage Entertainment

UJ Arts and Culture also partnered with ACT to develop The SA Arts & Culture Listing, which was published in the conference programme, and to host the annual ACT Scholarships Competition in the Arts Centre Theatre.

### **Johannesburg Youth Orchestra Company (JYOC)**

The Johannesburg Youth Orchestra Company (JYOC) forms an integral part of the new UJ Arts and Culture Music Programme, underscoring the new development agenda at the core of all our work. The JYOC has established itself as a centre of musical excellence in Gauteng. In 2011 the JYOC signed a Memorandum of Understanding with UJ to take up residence on the APB campus and UJ has made a building available for this purpose which the JYOC is currently raising funds to refurbish and renovate. In addition to providing 800 young people from all walks of life with quality music education and training, the JYOC is a magnificent demonstration of nation-building and social transformation in action. JYOC programmes include individual instrumental tuition on all orchestral instruments, the integration of learners into one of 10 graded ensembles and orchestras and, at a post-matric level, a Teacher Training and Mentorship Programme is also offered. During the period under review UJ Arts and Culture presented four JYOC concerts, including a first for the UJ Arts Centre Theatre in a Spring Concert held on the piazza.

### **Forgotten Angle Theatre Collaborative (FATC)**

At a time when arts and culture is under severe threat in terms of securing sustainable funding, companies such as The Forgotten Angle Theatre Collaborative (FATC) clearly demonstrate the value of arts and culture not only as a viable career path but also as an invaluable contributor to job creation and the promotion of South African culture on a global scale. Under the visionary leader of Artistic Director P.J. Sabbagha, the Company took up residence in Dance Studio A of the Con Cowan Theatre on APB as UJ Arts and Culture's first resident professional contemporary dance company. Since its inception in January 1995, FATC has collaborated with an extensive number of South Africa's leading contemporary dance and theatre professionals, including Greg Maqoma, Shanell Winlock, Sello Pessa, Moeketsi Koena, Athena Mazarakis, Craig Morris, Gys DeVilliers, David Minaar, Jennifer Furgeson, Neli Xaba, Boyzie Cekwana, Gladys Agulhus, Timothy Le Roux, Gerard Bester, Irene Stephanou and other high-profile dance practitioners. FATC continuously collaborates with performers, choreographers, educators and theatre practitioners to present top quality theatre and training programmes at both a national and international level. Forming an integral part of the UJ Arts and Culture Teaching and Learning Programme, FATC presents weekly open classes free of charge to UJ students on both the APB and APK campuses.

## **LEADERSHIP FOOTPRINT**

UJ Arts and Culture has undergone a seismic shift since the employment of a new leadership team in mid-2011. During 2012 the new team redefined the portfolio, built upon its strengths and radically altered the performing arts programme. The public have certainly noticed this.

The UJ Art Gallery continues to hold contemporary visual art exhibitions with works by established and emerging South African and international artists on a regular basis. Over the years there has been progress with the content and type of exhibitions. The research papers produced are an important component of UJ's focus on research.

Internally the new team has implemented policies that have improved accountability, quality and quantity of work produced and better use of resources. Other changes have been in the increased visibility of the department. The programme of productions tripled from previous administrations and these innovative, fresh and provocative productions have caused the theatre-going public in Johannesburg to sit up and take notice of the UJ Arts Centre and facilities on the other campuses.

## **CONCLUSION AND WAY FORWARD**

Students, alumni and professionals who have participated in UJ Art and Culture activities in various productions or as an audience report a sense of excitement with the new vision and changes.

In an environment of shrinking funds which often means that funding for arts and culture is routed to other areas, the fact that the University supports the work of UJ Arts and Culture is an important signal of recognition of the work that is being done and how it adds to and deepens its values and mission. A 2011 assessment remarked that UJ Arts and Culture is in a "unique position for creating a very distinctive imprint as patron of the arts for the benefit of all its communities" and the new team has taken this seriously.

The vision of the team, together with their drive, has meant that UJ Arts and Culture is now seen as an important player in the performing arts arena and people are looking forward to what it will do in 2013. Networking with other organisations and the building and nurturing of strategic partnerships has placed the organisation in a strong position to continue with their very visible work. Marketing and branding have been an important part of making the UJ Arts and Culture offerings known. The aim for the UJ Arts Centre to be multifaceted and multi-plural is well on its way.

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

**Kerry Swift (Mr)**

Executive Director: Institutional Advancement

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# SPORT

## OPERATING CONTEXT

Sport is structured to accommodate a collaborative strategy and comprises an 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. A vision of “setting the trend in university sport” was adopted, with a mission statement, “to provide multi-levelled academic and sport opportunities to communities through innovative and integrated professional services and programmes”. The vision and mission of UJ Sport is further underpinned by core values that include sport excellence, integrity, respect for diversity, accountability, individuality and collective effort, as well as innovation.

The management structure of UJ Sport constitutes Commercialisation and Marketing, Operations and Human Resources, as well as participation divisions reporting to the Executive Director: UJ Sport. The Participation Resources Division is further divided into the Biokinetic Clinic, Performance Excellence, Sport Clubs and Event Management units that report to the Director: UJ Sport.

### Governance

UJ Sport is governed by a Sport Management Executive Committee and the Sport Management Committee where all the senior managers and managers of the different divisions and units are represented. The Sport Management Committee met on four occasions during 2012. An operations meeting was held every week (mainly on Mondays) where operational aspects were coordinated among the different line managers to be effective in delivering services to students and staff. Twenty-nine of these meetings were scheduled during 2012. Separate committees for the different divisions, units and entities such as Sport Clubs, the Biokinetic Clinic, Marketing, Events and Operations exist in order to manage the specific responsibilities and delivery of services. Subcommittees supplement the functioning of the units such as recruitment, housing, bursaries, finance and community engagement.

A number of policies exist which are in line with UJ policies and which are continuously revised. This includes bursaries, facilities (and security), human resources, participation, recruitment, sport gala awards, sport housing and travel/transport.

### Quality assurance

Line managers are the custodians of quality processes and procedures as well as service delivery in UJ Sport. In order to monitor and guide quality, the Operations and Human Resources Unit of UJ Sport coordinates all quality-related initiatives. This Unit, among others, oversees the updating of all policies on a scheduled register,

manages the data with regard to human resources, updates the UJ Sport Risk Register, and initiates quality systems such as peer reviews and audit processes where needed.

Quality is further obtained through the governance structures, processes and procedures such as the UJ Sport Management Committee, operations meetings, the Coordination Committee, sport managers' meetings, unit committees and others.

## **RISK MANAGEMENT**

UJ Sport has consistently worked on minimising and managing risks in the sport environment. Currently the Residual Risk Rating of 15 risks is below 9, of which the majority (15) is 4. Three risks that measured above the value of 15 were implemented at the beginning of 2012, which were the compliance with the Safety at Sports and Recreational Events Act No 2 of 2010 (16), engagement of alumni and in particular UJ Sport Alumni with UJ Sport (20), as well as creating the availability of an updated and sustainable database that could be utilised for strategic purposes (16). These scores were reduced to 4, 12 and 9 respectively. No further risks were added to the UJ Sport Risk Register in 2012.

Weekly operations meetings created a forum for the identification and reporting as well as mitigation of risks that exist in UJ Sport. Approval of risk reports was the responsibility of the Sport Management Committee that met once every quarter and reported to the MEC Risk Management Committee.

## **STRATEGIC THRUSTS AND TARGETS**

During 2010 UJ's eight strategic thrusts for 2011 to 2020 were preliminarily announced. The University furthermore embarked on a process of revising the UJ Vision and Mission during 2012. UJ Sport aligned itself to these two critical aspects and also started with a process of revisiting the UJ Sport goals for the future. Senior staff members were identified to steer the respective elements of the UJ Sport strategic framework. Six strategic discussions were arranged during the first semester to develop a strategy and implementation plan for the alignment of UJ Sport to the newly established Varsity Sport Company.

Six UJ strategic thrusts guide the implementation of the vision and mission of UJ Sport and are in line with the goals of the University of Johannesburg. They comprise the following:

Thrust 1: Support academic programmes especially in the field of sport and movement studies, research and community engagement;

Thrust 3: Equivalence of sport participation on all campuses;

Thrust 4: An international profile of UJ Sport students, employees and institutional reputation;

Thrust 5: A brand that identifies UJ Sport as relevant;

Thrust 6: Leadership that matters in the institution and in civil society;

Thrust 7: Supportive and engaged UJ Sport alumni.

## **PERFORMANCE**

In order to be able to report on the performance of UJ Sport a summary of outcomes per thrust is provided.

### **Thrust 1: Support academic programmes especially in the field of sport and movement studies, research and community engagement.**

#### ***Academic support***

The integrated UJ Sport Model provides the opportunity for students studying a course in the Department Sport and Movement Studies to access practical experience in the UJ Sport environment.

During 2012 the Biokinetic Clinic provided an environment for 16 Biokinetic Honours students from UJ's Department of Sport and Movement Studies and 14 students from the University of the Witwatersrand to gain in-house clinical experience with a diverse client base. The Biokinetic Clinic provided adequate support to the



teaching and learning needs of the Biokinetic Honours students (work-integrated learning), in accordance with UJ's Quality Assurance Criteria.

The Performance Excellence Division offered work-integrated learning opportunities to 16 Sport Science Honours students in 2012, while 16 Sport Management Honours students also completed their work-integrated learning experiences in different divisions in UJ Sport. Of the 16 students who completed their internship in this environment, five had the opportunity to assist with the preparation and hosting of the inaugural World University Netball Championships in Cape Town in 2012.

### **Research**

Access to research environments for honours students studying in the Department of Sport and Movement Studies in the fields of Sport Management, Sport Science and Biokinetics was also provided to approximately eight students. Two staff members of UJ Sport undertaking master's qualifications in Sport Management in the Department of Sport and Movement Studies also gained access to the sport environment for their fieldwork. Research results are implemented to further improve the different programmes in UJ Sport.

### **Community engagement**

Seven sport clubs (Athletics, Cricket, Football, Golf, Hockey, Netball and Squash) were involved in projects that focused on coaching, talent identification and coach development. The Biokinetics Clinic provided biokinetic services to senior citizens.

The different localities of these projects were at a variety of schools as well as communities such as Westbury, Diepsloot and Doornfontein. Some of the projects were offered at UJ facilities such as the A.W. Müller Stadium (Bunting Road Campus), UJ West Sport Facilities, Orban Hockey and Cricket Fields, Doornfontein Campus, as well as the UJ Stadium. Fifteen staff members and 32 students were directly involved in programmes where 8 271 individuals benefited.

UJ Sport is also committed to the community programme in Manica, Mozambique. The most significant new development for Grupo Desportivo e Recreativo de Manica (GDM) was the inclusion of this programme as one of the 20 Football for Hope Centres in Africa, a legacy of the 2010 FIFA World Cup. Support not only implies infrastructure development, but also comprises intense organisational learning. This programme is also supported by the Laureus Foundation. The total number of participants in the various activities of this club (including life skills, football and computer literacy) was 6 954 during 2012.

## **Thrust 3: Equivalence of sport participation on all campuses**

### **Sport Participation**

Within the context of University of Johannesburg Sport, sport clubs are categorised (being a social/recreational, competitive, or high-performance club) based on the compliance with certain criteria. Evaluation is completed annually by all the sport managers of the different clubs. Through this approach, participation opportunities are offered to students on different levels and 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.

Mass participation of students is implemented through campus leagues on the four different campuses. Students participate in different sports, representing their residences and other affinity groups such as departments of study or societies.

League competitions provide an opportunity to the UJ student to participate on a higher level than campus league as well as to compete in provincial leagues. Lastly UJ students also have an opportunity to compete against their peers at University Sport South Africa events offered annually in July and December.

A total of 3 217 students participated in campus league competitions in 2012, of whom 68.3% (2 199) were male and 31.6% (1 018) female participants. When this number is added to the 1 622 participants in league

competitions and 2135 gym members, a total of 6 974 students – primary participants – and approximately 29 800 (average of 7 450 for four Varsity Cup games) spectators – secondary participants – participated in sport at UJ. This calculates to 36 774 participants.

UJ Sport should continuously increase participation rates for the Bunting, Doornfontein and Soweto Campuses. In order to increase participation on these campuses, access to sport facilities was investigated, in particular for the students on the Doornfontein Campus. The development of additional sport facilities and the deployment of additional staff at the Soweto Campus contributed to the increase in students' sport participation in the respective sport codes during 2012. An average growth of 53.4% (from 393 in 2011 to 603 students in 2012) in sport participation was recorded in football, netball, rugby, cricket and chess at SWC.

### **Projects and events**

Various internal and external projects and events were offered by UJ Sport during 2012 to increase sport participation. This included four Varsity Cup home matches and the Day of the Aged community engagement project (in collaboration with the Department of Sport and Movement Studies). Furthermore, UJ Sport hosted the annual University Sport South Africa (USSA) Track and Field Athletics Meeting, USSA rowing sprints as well as the USSA Hockey and Karate Tournaments in July and December respectively. UJ staff and students also attended some of the away Varsity Cup matches as well as the inaugural Varsity Sport Beach Volleyball and Rugby Sevens events and as the last annual Intervarsity that was hosted by the University of Pretoria and the Boat Race (rowing event). The Biokinetic Clinic was involved in the University's Wellness and Resilience Programme for five members of the UJ Executive Leadership.

Various functions were arranged during 2012 to congratulate and acknowledge students on their achievements which included one sport achievers' function, a variety of sport club year-end awards functions, as well as the annual formal Gala Awards Dinner.

UJ Sport manages two suites at Coca Cola Park. Suite SE 401 was contracted by the University of Johannesburg for the period 1 March 2012 until 28 February 2013 and has seating for 170 spectators. UJ Sport hosted guests at 15 matches between 25 February and 20 October 2012 at the Coca Cola Park Suite SE 401, including eight Super15 matches. A total of 1 095 guests were entertained in SE 401, whilst the NW 302 was rented out for six matches.

### **Thrust 4: An international profile of UJ Sport students, employees and institutional reputation**

UJ Sport has built rowing relationships with Oxford and Otago University to collaborate with regard to rowing. The rowing team of Oxford University visited the UJ Rowing Club in 2012 to engage in a joint training camp. This created an opportunity for the UJ Students to not only share rowing information but also their various experiences. A further link was established with Southern Methodist University (SMU) in Texas in America to exchange knowledge and experience in the delivery of high-performance sport participation and services.

A delegation of line managers visited SMU in 2012 and a return visit is expected to UJ Sport in 2013. Furthermore, UJ Sport established a relationship with the IOC in order to establish an Olympic Centre at UJ, collaborating with various other Olympic centres across the world as well as the South African Confederation and Olympic Committee (SASCOC).

A total of 48 athletes were selected to participate on national level of which 17 were junior and 31 senior athletes. A further 28 athletes represented national student teams. UJ also had 18 representatives at the Olympic Games and a further 12 at the Paralympic Games. This included five current students, nine alumni, five club members and two staff members. UJ contributed 16% to the total South African delegation to the Olympic Games and 19% to the team that represented South Africa at the Paralympic Games.

### **Thrust 5: A brand that identifies UJ Sport as relevant**

In order to build the UJ and ultimately the UJ Sport brand, it is imperative that UJ sport teams perform at the highest level and win the respective competitions in which they participate. A strategy of sustainable sport

performance was refined in 2012 which includes recruitment of talented student athletes and the Performance Excellence Programme.

### **Recruitment**

UJ Sport, in liaison with other UJ Departments such as PsyCaD and the Student Enrolment Centre, identified various projects/events for student athlete recruitment purposes. Recruitment is focused on potential student athletes, i.e. scholars and students (graduate and postgraduate) who are also quality sport participants.

Since 2011, the coordination and administration of student athlete recruitment has been centralised and managed by a dedicated staff member. One hundred and seventy-three applications for university admission were processed by the recruitment office of whom one hundred and five were admitted (60.7%). Ninety-one (52%) applications were accepted for their first choice of studies, while 11% (19) were accepted for their second choice. A total of 63% (110) of the applicants were therefore successful in accessing the University to further their studies. Seven applications were incomplete and 43 were not accepted for studies.

Two UJ Sport recruitment days were arranged for 16 March and 4 May 2012. They were attended by 111 potential recruits for 2012, as well as some members from the APK residences and sport managers. The goal was to promote focused recruitment for the UJ Sport Clubs.

A total of 348 bursaries were allocated in 2012, compared to 426 in 2011. Rugby was allocated the most bursaries (115: 33%), followed by athletics with 58 (17%), hockey with 40 (11%) and football with 24 (7%). Bursary allocation related to gender distribution was skewed in that 70% (245) of the bursaries were awarded to male and the remainder 30:103) to female recipients.

### **Performance Excellence Programme**

The focus of the Performance Excellence Programme is the provision of multi-disciplinary, physical and mental support to student athletes in the field of Sport Science, Sport Psychology and Medicine in order to enhance sport performance. Services offered to student athletes in 2012 were: preventative screening for injuries and other risks (146); physiotherapy (285) and biokinetic (971) services; the Sport Psychology Programme (190); the Academic Support And Regulation Programme (92); career assessments and guidance for potential, as well as current student athletes (14); and counselling services offered by PsyCaD.

### **Academic support and performance**

To ensure sustainable sport performance it is of essence that the bursary holders also perform on the academic field. Therefore, all student athletes (bursary holders) are currently supported academically through an Academic Regulation Programme.

Successful throughput in the sport environment is interpreted by a student being promoted to the next year of study or obtaining a qualification. During 2012, 90% (312 students) complied with these criteria of which 19% (59) obtained a qualification. The increase in throughput since 2011 (81%) was 9% and since 2010 (75%) it has been 15%. Sixty-three per cent (218) of bursary holders passed more than 60% of their modules during 2012, while 53% (184) of the bursary holders passed more than 80% of their modules.

The majority (193: 55%) of the bursary holders were studying towards an undergraduate degree in 2012, followed by 47 (14%) studying towards a national diploma and 71 (20%) a diploma. Thirty-one (9%) of the bursary holders were doing a postgraduate qualification in 2012.

A comparison of the faculties where bursary holders study indicates that the Faculty of Management leads with 33% (116), followed by Health Sciences with 25% (87) and Economic and Financial Sciences with 17% (58). The Faculty of Health Sciences recorded a high percentage of bursary holders due to the fact that all sport-related courses are offered in this Faculty.

### **Sport performance**

One of the tools to ascertain the success of the sustainable sport performance programme is to measure the actual performance of individuals and teams in their respective leagues and competitions, as well as the

marketing and publicity it generates. In order to measure its performance realistically, UJ Sport should be measured against its peers. University Sport South Africa (USSA) competitions are therefore the ideal measure.

The USSA performance of UJ women's teams is a concern, as no team won a tournament in 2012 while one team (11.1%) obtained a second and five teams (55.5%) a third place. The total compliance score measures 66.6%.

The USSA performances of UJ men's teams increased in the number of first positions with 41%, but a decline was measured in second position with 33%. An increase in the third position of 16% was recorded. The men's teams obtained a compliance score of 72.7%.

Individual UJ athletes performed on a high level during 2012. This could be derived from representation of athletes on USSA-, provincial- and national world championships-levels. A total of 258 athletes were selected to participate on provincial level, 109 on junior level and 149 on senior level.

### ***Marketing and publicity***

UJ Sport is closely linked to the University's Marketing Division and represented on both MARCOM (the Marketing Committee of the University) and the Communications Forum. It is through these two committees that UJ Sport ensures alignment with the University marketing strategy. Different ways were utilised to market and brand UJ Sport.

Annual sport club exhibitions on APK and APB were organised in 2012. UJ Sport was further represented at the Open Day on 12 May 2012. Two UJ Sport Open Days were arranged on 16 March and 4 May 2012, which were attended by 111 learners from mainly private schools in Johannesburg. Social functions were arranged for alumni on the evenings of home Varsity Cup matches.

The media exposure included print such as newspapers and magazines, broadcast and web-based media. The total Average Value Equivalency (AVE) for 2012 was R 69 598 265 – an increase of 96% and almost double the value of the previous year. Rugby provided the highest coverage (51%). Broadcasting of the inaugural Varsity Sports Beach Volleyball and Rugby Sevens Tournaments contributed significantly to the AVE figures.

Web-based marketing is the current forerunner in promoting the UJ brand, due to the fact that it is popular among the younger generation, economically viable, and allows for instant updating and access.

## **Thrust 6: Leadership that matters in the institution and in civil society**

UJ Sport values its staff and therefore provides professional development opportunities that are in line with their respective job environments as agreed upon during the performance management programme. In addition sport managers were engaged in team coaching in 2012 in order for them to be able to support the bigger UJ Sport project collectively. This was followed with the planning of a 360° Leadership Assessment Programme as well as a Leadership Intervention Programme for the line managers.

The staff members of the Biokinetic Clinic presented a variety of guest lectures at the UJ Department of Sport and Movement Studies as well as at Wits on topics such as the rehabilitation of chronic neurological diseases and joint replacement, as well as biokinetic intervention for Parkinson's sufferers.

The sport scientists, physiotherapists, dietician and sport psychology staff of the Performance Excellence Unit are integrally involved in structures and committees of the Physiotherapy Society, the South African Rugby Union (SARU), the Association for Dietetics in South Africa, the Association for Autism, the Glycaemic Foundation of South Africa, the Sport Specialisation Training Committee, the South African Sport Medicine Association (SAMSA) and the African Institute of Transformation and Leadership.

UJ Sport staff and students represent the University of Johannesburg on USSA, regional and national sport structures. Three staff members attended various international conferences, while two did presentations at the pre-Olympic Conference (ICSEMIS) held in Glasgow, Scotland, from 19 to 24 July 2012.

## **Thrust 7: Supportive and engaged UJ Sport Alumni**

The UJ Sport alumni strategy is to engage alumni through supporting sport events as well as participating in sport such as golf. During 2012 UJ Sport embarked on inviting alumni to sport events in order to support their alma mater. Approximately 690 alumni attended four Varsity Cup rugby matches during 2012, while the UJ Alumni Golf Club played in seven golf tournaments, of which three were Varsity Cup tournaments and one each was played against TUT, Rhodes, Stellenbosch and NWU alumni. There were also two Davis Cup Intervarsity Tournaments. More than 256 alumni participated in these competitions.

Two staff golf tournaments were also held, of which the first was trials and the second a competition day against VUT. A database of alumni has been compiled for future reference.

A database of UJ Sport alumni was started in 2012 with more than 600 members.

## **RESOURCE MANAGEMENT**

### **Human resource management**

UJ Sport had 36 permanent staff members in 2012, of whom 21 (58%) were male and 15 (42%) female. The staff composition in terms of race was 21 (58%) white, nine (25%) black, four (11%) coloured and four (6%) Indian. Five of the nine vacant positions were filled successfully in 2012, while another was converted into two positions, of which one was filled during 2012 and the second candidate will take up her position in 2013. UJ Sport strived for equity with regard to gender and race among staff and therefore three Indian (43%), two white (29%), one coloured (14%) and one African (14%) staff member were appointed. Of these seven appointees, four (58%) were female and three (42%) male. The candidates for the remaining two vacancies were identified and will assume their duties early in 2013; both are women (one African and one coloured). One position became vacant when a staff member retired in December 2012.

The age distribution of staff indicates that 11% (4) of staff falls into the 21 to 30 years age category followed by 36% (13) in the 31 to 40 group, 25% (9) in the 41 to 50 group, 19% (7) in the 51 to 60 age category and 8% (3) in the over 60 category. This provides a spread of staff across the different age categories which indicates a relatively young staff component.

The senior management group of UJ Sport reflects a similar trend with three (37.5%) of the managers in the 31 to 40 year age group, two (25%) in the 41 to 50, another two (25%) in the 51 to 60 and one (12.5%) in the over 60 age group. This trend shows that UJ Sport is in a position to develop young talent for future human resources sustainability.

The distribution of staff per peromnes level indicates that 52.8% (19) of the positions falls within the P7 and P8 domains, 19.4% (7) are P3, P5 and P6 positions while 27.8%(10) are in peromnes 9 to 15. Most of the P7 and P8 positions are in the clubs and Performance Excellence environments.

When the qualifications of staff are assessed, 25% (9) of the staff hold a B Degree or equivalent, while 50% (18) of the staff are in possession of a postgraduate qualification.

### **Performance management**

Performance agreements were agreed upon between line managers and staff after which performance reviews were done twice during 2012. Line managers and subordinates agreed during the final assessment on performance scores which were discussed at an alignment meeting. Personal development plans for 2013 were agreed upon by the line managers and subordinates.

### **Professional development**

Professional Development Plans (PDPs) were coordinated for all staff by the UJ Sport Psychology Unit. Training was provided by the Human Resources Division of the University, as well as by external service providers.

Attendance of generic training courses has increased over the last year. Specific training was implemented in terms of identified development needs of 22 individual staff members. One staff member completed an Honours degree in Sport Management (cum laude), another successfully completed her studies in BTech Business Administration, while four more staff members are busy with Honours (1) and master's (3) studies.

## **Financial management**

The UJ Sport budget is annually compiled to execute the operational as well as capital initiatives of this environment. The budget is funded by the University as well as third-stream income. Third-stream income is generated primarily by the Commercial Unit.

The total budget allocation for 2012 was R33 790 765 and expenditure R30 040 974. An amount of R21 817 611 was allocated for Human Resources, of which R16 367 825 was for permanent remuneration and R5 449 786 for temporary salaries. Temporary salaries were mainly utilised for the appointment of coaches and technical officials in the different clubs. Sixty-five per cent of the budgeted amount was spent on human resources remuneration, 33% on operational aspects, and 2% on capital projects.

The UJ Sport Commercial and Marketing Division are working closely with the UJ Commercial Office. In 2012, the UJ Sport Commercial Unit focused on the alignment of this Division with the Varsity Sports Competition, a Media Rights Agreement, the development of a UJ Sport social media marketing strategy, sport products and services, sport courses and clinics, and sport facilities. A total value of R3 746 523 was generated. Results that were accomplished included, among others, relationships with 702 Walk the talk, Direct Leisure Holdings (Mitre), ASEM and ABSA, as well as the renewal of existing sponsorships for 2013.

The structuring of a Varsity Sport Company as a commercial initiative was concluded during 2011. The DVC: Finance, Prof. Henk Kriek, initiated a process during 2010 that was concluded in December 2011 to structure a Varsity Sport Company where all 23 universities in South Africa could become a partner. The initiative is to commercialise university sport competitions. Eleven universities became members during 2012 and the first two competitions were launched.

## **Facilities**

Although no new sport facilities were added during 2012, a number of maintenance projects, in conjunction with the Operations Division and other divisions, were completed, including the cement palisade around West Sport as well as the resurfacing of five netball and tennis courts. Capital projects that were completed were the upgrading of the Orban Hockey Clubhouse and the resurfacing of the UJ Astro Hockey parking. During 2013, the upgrading of the APB football fields floodlights, the building of a rehabilitation pool, the extension of the Biokinetic Clinic gymnasium and the building of a kitchen at the Astro Hockey Field will be completed.

## **ENVIRONMENTAL SUSTAINABILITY**

A challenge regarding the physical sustainability in UJ Sport is the potential of noise, light and space (parking) pollution at the UJ Sport facilities, in particular at the UJ stadium in Westdene. Although the recycling of event waste is included in the University's waste management and recycle plan, other aspects of environmental sustainability such as energy, light and sound pollution are continuously attended to in order to at least minimise the pollution in this regard. UJ Sport therefore designed a Green Plan in 2012 which is in line with that of the University.

## **STAKEHOLDER ENGAGEMENT**

It is imperative to link with stakeholders in order to deliver sport. UJ Sport has formal and informal links with a variety of associations and institutions, e.g. the Donald Gordon Medical Centre, the Physiotherapy Department of the Netcare Hospital in Auckland Park, the South African Sport Confederation and Olympic Committee (SASCOC), Sport and Recreation South Africa (SRSA), national and provincial sport federations, sponsors, all the universities in South Africa, University Sport South Africa, the Gauteng Department of Sport, Arts, Culture and Recreation, as well as other sport clubs.

The Performance Excellence Unit of UJ Sport has further been selected as the Centre for Specialisation for Wheelchair Tennis South Africa as well as Rowing South Africa for Adaptive Rowing. Numerous partnerships and agreements with external stakeholders in the Sport Science environment were established, including the South African Rugby Referees, the South African Netball Team, Platinum Stars Football Club, Gauteng Squash and the South African Life Guards and Life Savers Association.

## **CONCLUSION AND THE WAY FORWARD**

Achievements in the various leagues, the number of students who represented the province, region, USSA and/or South Africa, as well as the diverse achievements in different sport codes, put UJ on the list of top sport achievers in the country as well as on higher education level.

The achievements during 2012 added further credibility, stature and stability to UJ Sport. UJ Sport will continue to consider and initiate new methods and processes to at least match or rather improve on these achievements in the future. This creates an opportunity to identify and address the challenges and create opportunities for the students to excel and enjoy themselves even more.

The integration of the respective UJ Sport units should progressively contribute to support the student athletes in the one single focus of developing into more holistically educated young people to prepare them for their careers and life.

In order to recruit and retain elite student athletes, UJ Sport will have to develop an athlete friendly academic and accommodation application and placement process.

The newly structured University Sport Company will change the face of university sport in the years to come. This will place an obligation on UJ Sport to creatively align its functions, in particular with regard to the recruitment of student athletes, the structuring of a student athlete friendly academic programme, the provision of peak performance programmes (including academic support), scholarships and retention of athletes.



**Wim Hollander (Prof.)**

Executive Director: Sport



**J.H. Kriek (Prof.)**

Deputy Vice-Chancellor: Finance



**Derek Van Der Merwe (Prof.)**

Deputy Vice-Chancellor: Strategic Services



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal





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# REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION: OPERATING CONTEXT HUMAN RESOURCES MANAGEMENT

## OVERVIEW

The year 2012 was one of considerable growth and achievement for not only the Human Resources Division but the institution as a whole in terms of its particular attention to the management of human resources to achieve a socially cohesive UJ community. The University's Strategic Thrusts for the Next Decade critically inform Human Resource planning for the continued enhancement of the intellectual capital of the institution. Strategic Thrust Eight, in particular, talks to "Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship". One of the key indicators for this thrust is capable and adequately capacitated intellectual capital – for the academic as well as the support and services environments of the institution.

The key HR strategic priorities for 2012 were as follows:

- building intellectual capability and capacity ahead of institutional demand;
- providing flawless execution of HR processes and systems;
- driving continuous organisation change towards improved efficiency and effectiveness across the entire institution;
- creating enablers for line managers to manage relationships with their people;
- performance enabling and management system driven by performance-based rewards;
- developing a strong cohort of competent HR practitioners;
- establishing UJ as an employer of choice.

The year under review saw the Executive Director: Human Resources reporting to the Deputy Vice-Chancellor: Strategic Services. The Division has sought to build on the 60% achievement against the set target of 65% reflected in the Institutional Scorecard, and to improve its processes and service delivery.

## GOVERNANCE AND POLICY FRAMEWORK

### Governance

The governance structures and processes outlined below give effect to UJ's HR strategic imperatives and operational sustainability:

- the Human Resources Committee of Council, which oversees the Council's responsibility related to Human Resources Management within the institution;
- the Institutional Forum, which gives advice to Council on matters related to transformation within the institution, which includes human resource management;
- the Employment Equity Forum, which oversees the institution's responsibility to employment equity compliance and monitors the development and implementation process for the Employment Equity Plan.

The Division upholds good employer-employee relations and endeavours to maintain the shared interests in employee support and advancement with labour unions. Periodic engagements with labour take place at the Consultative and Problem Solving Forum (CPSF), as well as at the Benefits Committee.

The Executive Director has weekly interfaces with the Deputy Vice-Chancellor responsible for Human Resources, weekly meetings with the four direct reportees, and also chairs monthly HR Executive Management meetings meant to track progress, identify challenges and do planning. The Executive Director sits on and reports to a number of the University's committees and chairs the Wellness Committee, the Job Evaluation Committee and Performance Management and Development Review Committee.

## **Policy Framework**

The following key policies and practices form part of the regulatory framework that has relevance to human resource management at the University:

- national legislation and national/international standards related to the management of human resources;
- Conditions of Service;
- guidelines for appointment and promotion of academic employees;
- Recruitment and Retention Strategy for Academic Employees;
- Framework for Staff Development
- Policy on Whistle-Blowing;
- policies and procedures for the appointment of members of the Executive Leadership Group, heads of academic schools and departments;
- Policy on Sexual Harassment;
- Revised HR Delegation of Authority Schedule;
- Policy on Temporary Employment;
- Policy on Fixed-Term Contract Appointments;
- Policy on Acting Allowances;
- Reappointment and Performance Review Process for Incumbent Members of the Executive Leadership Group.

## **RISKS AND RISK MANAGEMENT**

The high-priority human resources risks on the institutional Risk Register include:

- loss of high-performing employees;
- inadequate succession planning.

These are continuously being closely monitored and mitigated, also through the combined efforts of the Transformation Steering Committee, as well as the Leadership Development Committee. A monthly report is generated by the Division indicating the resignation and appointment rate of employees at the University. Thorough exit interviews are conducted with resigning employees and action steps to mitigate resignations developed. A detailed report related to academic employees in particular is also generated quarterly for deliberation on interventions to mitigate the turnover of academic employees, especially that of black academic employees.

The 360° Leadership Assessment instrument was refined by the consultants and used for the next tier of senior management. The assessment was conducted towards the end of the reporting year. Reporting on outcomes is ongoing as is the establishment of processes to provide coaching and capacity development support.

## **PERFORMANCE**

### **Human Resource (HR) Division key outputs**

The Division's brand promise towards effectively "minding your business together" is reflected in the Business Partnering Model that the Division adopted to ensure business continuity through the alignment of HR capabilities with the UJ core business drivers. In the course of 2012, the focus continued to be on people, processes and policies. In addition, a Shared Services Unit was set up to focus on data input and output and HR governance in particular in terms of auditing responses.

Some key Divisional outputs for the year included the following:

### **Approved policies**

In 2012, the following policies were approved by Council namely:

- Policy on Standby and Callout – provides rules and guidelines to regulate the management of standby and call-out duties;
- Salary Adjustment Policy – provides the criteria against which salary adjustments of staff members can take place, as well as the process to be followed when application for salary adjustments is made, and the structure within which decisions on salary adjustments are made.

The Sabbatical Leave Policy and academic promotion criteria, including the pension fund processes, were also revised to streamline and further enhance processes.

### **Executive Leadership Group (ELG) Review Process**

Four ELG members were reviewed and were confirmed for another term in accordance with the procedure for Re-appointment and Performance Review Process for Incumbent of the Executive Leadership Group. These included: Deputy Vice-Chancellor: Research and Innovation, Library and Faculty Coordinator and the Executive Director: UJ Sport; Executive Director: Finance Governance; and Executive Director: Expenditure.

### **Executive recruitment**

In 2012, executive-level positions became vacant due to either the redesign of portfolios or retirement. As a result, the following positions were advertised: Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs; Executive Dean for the Faculty of Art, Design and Architecture (FADA); Registrar; Executive Director: Academic Development Support; Executive Director: Human Resources and Executive Dean: Faculty of Science.

### **Vacancy Management Project**

As a Management Executive Committee initiative for business continuity and cost saving, a vacancy review and management exercise was undertaken:

- ten vacancies that had been vacant for a period of 18 months or longer were abolished;
- an additional five vacancies which had been earmarked to be abolished were saved and reserved for the appointment of Next Generation Scholars;
- through this process, an amount of R3 356 689 was saved and it was used to create new positions;
- there were a few instances where provision was made to top-up the temporary budget of environments that were using vacant positions to fund temporary assignments.

### **HR Internal Audit**

The Human Resources Business Partnering Department provided input to HR Internal Audits that covered the following areas: HR planning and organising, management of vacancies, appointments, suspensions, acting positions, performance management and bonuses, leave administration and overtime.

### **HEMIS Project**

In 2012 Human Resources embarked on a HEMIS project together with the Unit for institutional Planning and Evaluation Management with the aim to:

- align current HR Oracle definitions with HEMIS codes;
- improve the integrity of HR data (e.g. qualification data, supervisor information, etc.);
- improve reporting (in particular data on student to staff ratios).

To date, data on employees in faculties and divisions, including their job title definitions, have been aligned with the HEMIS codes.

## **Siyabuswa Project**

The Siyabuswa Project was initiated in 2012 with the aim to establish a university campus on the premises of the current Ndebele College of Education in Mpumalanga and to initiate, develop and deliver a Bachelor of Education in Foundation Phase Teaching, as requested by the Department of Higher Education and Training. The HR Division supported this project by facilitating the appointment of six academic staff and two support staff for Siyabuswa.

## **Critical posts**

In 2012 HR recommended and outlined criteria for critical positions and/or individuals of UJ occupying the critical posts. It was also recommended that the Peromnes level attached or to be attached to the position be confirmed within the context of the scope, complexity and content of the position identified by the MEC as critical.

Through this process, the MEC confirmed and approved key positions from Operations, ICS and HR as critical. An Event Risk Manager position was also identified as a critical post to be created.

## **Divisional performance**

The Organisational Development, Business Partnering and Employee Relations Departments were enhanced by the addition of a key department for HR, Shared Services, managed by a Senior Manager who also reports to the Executive Director. The senior appointments in the Division included the two Directors for Organisational Development and Employment Relations, as well as the Senior Manager for HR Shared Services. The HR Divisional staff profile increased from 57 to 66 by December 2012, as reflected in the table on presenting the overall institutional profile. The table also reflects the HR employment equity efforts in 2012, as displayed in the 18 whites to 46 blacks, one disabled and one foreign national profile.

## **Performance Management and Development Process**

- The Performance Management Process for 2012 was communicated to UJ staff and reminders on objective setting and mid-year reviews were communicated via a circular and follow-ups through the Human Resources Business Partnering Department.
- The HR Business Partnering Department, in conjunction with the faculties and divisions, followed up on 49 poor work performance cases and staff rated on a score of two and below at the end of 2011. The Performance Enhancement Process is ongoing.
- The 2012 performance appraisals were completed within the set time frame. The overall performance rating analysis reflected :
  - forty-five per cent of senior management levels (heads of department and schools, senior directors and directors) were rated as four;
  - thirty-five per cent of staff other than senior management were rated as three.
- A total of R3 275 120 was spent on performance bonuses for staff at senior management levels and R14 925 425 was spent on the payment of bonuses for other staff.
- A Performance Management and Development Review Committee was constituted to review the efficacy of the system and it endorsed the suggested interventions that were identified at ELG for the 2012 process.

## **2012 Salary Adjustment Process**

- A total of 56 applications were received for the first Salary Adjustment Process, 45 from faculties and 11 from the support and services divisions.
- The Faculty of Science had the highest number of applications received, 19, and the highest number of applications per Peromnes level were pegged at P9. The average number of applications received per faculty or division was 3 to 4, with only one application from the Advancement Division.
- Request for salary adjustments varied from 100% to 110% (maximum) of the band.

- A total of 36 salary adjustment applications were approved based on compliance with the Policy and the implementation cost of this was R867 575.

### **SAVUSA Scholarship Agreement**

Through the full master's arrangement of the SKILL programme, four candidates from the University of Johannesburg were offered scholarships to complete their master's programme at a Dutch institution for a period ranging from 12 months to 24 months. Through the programme, the scholarship recipients were granted a scholarship to cover tuition and fees and an additional allowance of R3 211 per month for personal commitments. UJ was also granted an amount of R1 292 000 to arrange replacements for the four staff members.

### **UJ approved the scholarship on the following conditions:**

- The candidates were granted unpaid leave for the duration of their master's programme.
- Their salaries were suspended but payments of benefits, including Pension Fund, Group Life and Medical Aid, will continue to be paid by UJ. The benefit costs are covered from their post-salary budget.
- On return to UJ at the end of the scholarship programme, the candidates will resume their duties and their salaries will be reinstated without a gap in benefits.
- A payback agreement between UJ and the candidates is in place on a year-for-year basis, i.e. one year of study is equal to a one-year work back agreement.

The scholarship recipients for 2012 are reflected in the table below.

**Table 42: Scholarship recipients**

| <b>Candidate</b> | <b>Master's programme at Dutch institution</b>  | <b>Department</b> |
|------------------|---|-------------------|
| Zandile Ngada    | Development Studies, major in Social Policy for Development                                   | Operations        |
| Rolean Godfrey   | Culture, Organisation and Management  | Human Resources   |
| Machodi Mathaba  | Environmental Science, specialisation in Environmental Technology for Sustainable Development | Engineering       |
| Atholl Kleinhans | Global Health   | IOHA              |

## **ORGANISATIONAL DEVELOPMENT**

- As part of re-establishing the Organisational Development (OD) Department in the second part of the year, a proposed OD Model was developed.
- Much of the time was spent in team development workshops which were facilitated in the Protection and the School of Tourism and Hotel Management (STH) environments with good outcomes.
- Interventions included processes to convert STH from a commercial unit to an academic operation that presents the Food and Beverage Diploma. This project is planned to be finalised by the end of February 2013. The Food and Beverages curriculum is 99% developed and the organogram with new job descriptions for the new diploma operations is in the process of being finalised.

### **Resourcing**

- A total of 410 positions were advertised during 2012, of which 37% were in the academic field and 63% in support services. From 152 academic positions advertised the full recruitment process of 51% was accomplished. From the 258 support services positions advertised the full recruitment process of 78% was accomplished. In total a full recruitment process of 67% was accomplished by December 2012 and 33% was carried over to 2013.
- A total of 379 employment contracts were drawn up and these included 107 academic employment contracts and 272 in support services. In addition there were five researcher employment contracts drawn up for 2012. The Human Resources Division had 17 employment contracts drawn up during 2012.

**Table 43: Academic employment contracts (107)**

| African female | African male | Coloured female | Coloured male | Indian female | Indian male | White female | White male | Foreign national female | Foreign national male |
|----------------|--------------|-----------------|---------------|---------------|-------------|--------------|------------|-------------------------|-----------------------|
| 22             | 24           | 4               | 2             | 11            | 2           | 15           | 17         | 4                       | 6                     |

**Table 44: Support services employment contract (272)**

| African female | African male | Coloured female | Coloured male | Indian female | Indian male | White female | White male | Foreign national female | Foreign national male |
|----------------|--------------|-----------------|---------------|---------------|-------------|--------------|------------|-------------------------|-----------------------|
| 66             | 112          | 25              | 9             | 13            | 11          | 28           | 8          | 0                       | 0                     |

- Relocation costs of R534 970 were incurred for 2012.
- A qualification check was approved as a compulsory process for resourcing from August 2012. No appointment was made without a qualifications check being conducted.
- A total of R1 479 837.81 was paid for newspaper advertisements in 2012.
- Recruitment Agency: All agencies since 2010 have been reviewed and data updated. Terms and conditions have been reviewed. New terms and conditions on placements for all agencies across the board is from 12% to 15% which can be further negotiated.

## Human Resources Information System (HRIS)

Much attention was paid to the Oracle upgrade to Release 12 process during the second half of 2012. The pre-upgrade phase required much testing until the upgrade phase at the end of October. The upgrade challenges, in particular with respect to the online temporary appointment system, were addressed and to date are continuously being attended to. The following additional performance has reference:

- During 2012 the Human Resource Information System (HRIS) played a pivotal role in legislative reporting for, inter alia, the annual internal UJ Equity Report, the 2011 Annual Report, the Department of Labour EE Report and a number of other internal reports. Much effort went into not only providing data but following up and checking where discrepancies were highlighted when the Transformation Unit prepared the UJ Equity Targets towards mid-2012.
- HRIS provided internal Oracle (and other relevant systems) training to newly appointed HR colleagues during the year. A total of 148 employees (21 academic, 125 in the support services environment and two researchers) in the UJ environment successfully completed the online STT Self Service training after which they were given access to Self Service on Oracle.
- A number of legislative patches were applied to the Oracle system (for example, changes after the annual Budget Speech as well as tax legislation), which were first verified on a test environment by HRIS – and all issues/errors resolved – prior to these patches being applied to Production.
- Four hundred and sixty-seven salary offers were finalised during this period, of which 418 were new appointments.
- Of the 418 salary offers, 380 were accepted on the first offer and 88 were declined.
- Of the 88 declined, 46 were accepted with the second offer and 4 accepted with the third offer.
- Out of the 418 new appointments, 218 went to external candidates and 200 to internal candidates.

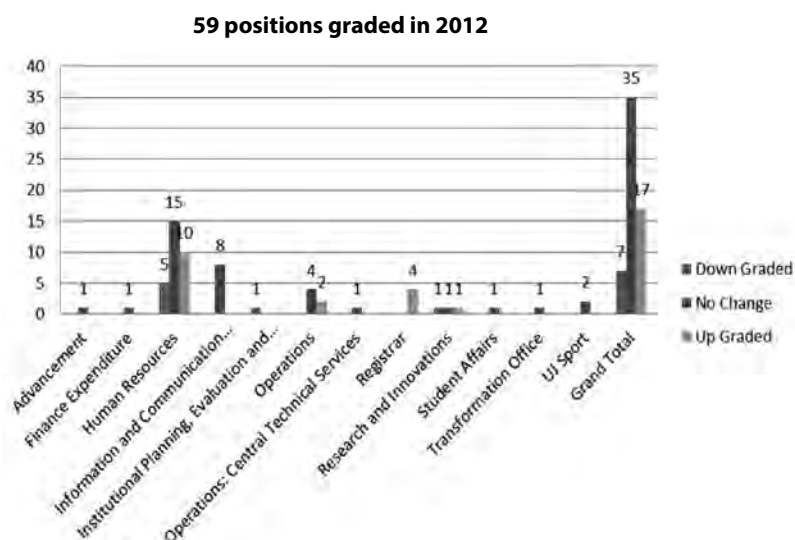
- New appointments compared to matrix percentile – 212 new appointment salaries were made below the median of the scale, 114 at the midpoint level and 92 above the median. Appointments made above the median were mainly for scarcity and expertise reasons including chartered accountants.

## Grading of positions

59 positions were graded in 2012:

- The MEC of 30 August 2011 approved the UJ Job Evaluation (JE) Policy which provides a clear and systematic process to evaluate jobs within UJ. The policy also calls for the formation of a Job Evaluation Committee which has been formed to ensure accountability and transparency for the evaluation of jobs at UJ, with the exception of the position of Vice-Chancellor and members of the Executive Leadership Group.
- Eight job grading sessions were conducted and 59 jobs were graded as represented in the graph. The posts graded were a combination of newly created posts as well as a re-evaluation of existing posts in environments that have undergone a restructuring exercise or review of fitness for purpose.

**Figure 10: Job evaluations/grading concluded in 2012**



- Long Service Awards (LSA): 98 staff members received long service awards. A total amount of R66 350 was spent on the Long Service Awards and a sum of R16 000 was spent on gifts for the staff members.
- Encashment of leave: a total amount of R33 966 225.42 was spent on encashment of leave in 2012 broken down as follows:
  - R1 320 380.89 was spent on the encashment of leave for the executive payroll;
  - R32 580 966.44 was spent on the encashment of leave for the UJ payroll
- Sabbatical leave: the second six-year UJ sabbatical leave cycle started on 1 January 2012. During the period 1 January 2012 to 31 December 2012, 42 sabbatical leave applications had been approved.
- Financial study assistance: UJ offers financial study assistance to staff studying through UJ and other institutions. Financial study assistance is also extended to staff dependants studying at or outside of UJ. During 2012 a total amount of R2 328 540 was paid towards the fees of staff studying at other institutions and a total of R1 695 590 was spent towards the fees of staff dependants studying at other institutions.

## BUSINESS PARTNERING

### Position Management and Budgeting Process

- The Human Resources Business Partnering Unit (HRBP) co-ordinated the 2013 annual position management and budgeting process valued at R1 246 005 657.04. The process included: preparation, a

pre-budget meeting, a budget meeting where variance reports were presented to DVC: Finance and the approval of the budgets.

- Vacancy management: monthly vacancy reports were prepared for faculties and divisions and for MEC reporting. Variance reports were updated accordingly.

## **Training and Development**

In 2012, the HRBP team attended the following training in line with their personal development plans and general development:

- Team Coaching, Employee Engagement Workshop, Dave Ulrich 2012 HR Workshop, Stephen Drotter: Leadership in Emerging Markets Conference, competency recruitment interviewing, performance management, Presentation Skills Workshop and participation in the Cultural Survey.
- As part of team and rapport building, the team held monthly Unit tea/lunch get togethers.

## **Human Resources Services Administration**

- The Human Resources Call Centre was successfully launched in 2011 and the bulk of the staff queries that were received in 2012 were mainly in relation to leave, however, we expect these requests to decline as we roll out the self-service function across the entire University.
- This Unit also coordinated the promotion meetings for academic staff during the year; the breakdown of which is as follows: 16% from associate professor to professor, 36% from senior lecturer to associate professor, 40% from lecturer to senior lecturer and 8% from junior lecturer to lecturer.
- Vice-deanship appointment meetings were convened and four vice-deans were recommended to the MEC for appointment and approval was granted. The vice-deans were for the Faculties of Humanities, Health Sciences, Management and Law.
- The Metro Filing and ImageNow Project, the electronic document management system within the HR Division, commenced with the categorisation of HR data and all files across campuses were categorised. The rollout of the process is being implemented in alphabetical order. The A to D files are already "live" on the system.
- All scheduled professorial inauguration addresses were conducted and the recommendation that all the speeches should be conducted outside the University recess periods was adopted. From 2013, there will be dual sessions in a month which will be convened by the Vice-Chancellor and the Deputy Vice-Chancellors.

## **EMPLOYEE RELATIONS**

- As a result of the University's two-year agreement with the South African Parastatal and Tertiary Institutions Union (SAPTU) and the National Tertiary Education Union (NTEU), substantive negotiations were only held with the National Education, Health and Allied Workers' Union (NEHAWU) and Solidarity who were not party to the current agreement.
- Substantive negotiations commenced with NEHAWU and Solidarity towards the latter part of 2012. The last meeting was held on 4 December 2012. NEHAWU and Solidarity met with their members during December 2012 for a mandate. An agreement was reached with Solidarity on 7 January 2013. A subsequent follow-up meeting was held with NEHAWU but no agreement was reached. The University agreed to an increase of 7.25% across the board to be implemented with effect from 1 January 2013.
- Four Consultation and Problem Solving Forum (CPSF) meetings were held in 2012. One Threshold Workshop was held in 2012. Matters for discussion included performance management, reinstatement of junior lecturer positions, service level agreements, and the Salary Adjustment Policy.
- Disciplinary cases and grievances: 60 disciplinary cases were referred to the Employment Relations Office to facilitate resolution, ranging from, among others, sexual harassment, absenteeism, abscondment, insubordination and fraud.
- Thirteen written warnings and six final written warnings were issued.
- Thirty-three dismissals, two resignations and one settlement were dealt with.



- Five disciplinary matters are still ongoing, as they were postponed to 2013.
- Grievances (only internally in departments): in 2012 a total number of four grievances were received, ranging from unfair treatment, victimisation and match and place queries.
- There were seven appeals, all of which were turned down and the decisions of the chairperson upheld.
- CCMA matters: 17 cases were referred to the CCMA in 2012. Cases ranged from unfair dismissals to unfair labour practice. Four were awarded in favour of the University, four were settled at the CCMA, for one the CCMA had no jurisdiction, two were withdrawn by the employee, six matters were unresolved at conciliation and not taken further by the employee, and one ongoing arbitration case was postponed to 2013.
- Court cases: three cases were referred to the Labour Court and are still pending due to challenges with the scheduling of dates. Cases range from unfair dismissals to unfair labour practice. One matter was referred to the High Court.

**Table 45: Cases per month per type for 2012**

| Month     | Number of cases | Type   |
|-----------|-----------------|--|
| January   | 1               | Sexual harassment  |
| February  | 1               | Poor work performance  |
| March     | 3               | 1 Poor work performance<br>1 Grossly offensive behaviour<br>1 Gross insubordination  |
| April     | 2               | 1 Gross dishonesty<br>1 Harassment   |
| May       | 1               | Fraud / Gross dishonesty   |
| June      | 8               | 6 Absenteeism / Absent without leave / Desertion<br>2 Theft / Fraud  |
| July      | 6               | 3 Absenteeism / Absent without leave / Abuse of sick leave<br>1 Gross dishonesty<br>1 Grossly offensive behaviour<br>1 Poor work performance |
| August    | 10              | 4 Absenteeism / Absent without leave / Abuse of sick leave / Desertion<br>1 Gross insubordination<br>5 Theft / Fraud                         |
| September | 3               | 1 Obstructive behaviour<br>1 Theft / Fraud   |
| October   | 9               | 2 Theft / Fraud<br>1 Plagiarism<br>5 Absenteeism / Absent without leave / Abuse of sick leave / Desertion                                    |
| November  | 5               | 1 Absenteeism / Absent without leave / Abuse of sick leave / Desertion<br>1 Negligence   |
| December  | 11              | 2 Absenteeism / Absent without leave / Abuse of sick leave / Desertion<br>8 Incapacity   |

## WELLNESS

The Employee Assistance Programme (EAP) is provided by an external service provider. The Independent Counselling and Advisory Services (ICAS) provided this service until the expiry of their contract in May 2012. Access Health provided the EAP service from June 2012. The following services have been offered by the external service provider:

- 24/7/365 telephonic counselling in all official languages;
- face to face counselling services based on needs;

- online health advice;
- HIV and AIDS education and support service;
- monthly newsletters on relevant topics such as stress management;
- life management services (legal advice, financial advice and family care);
- trauma debriefing;
- induction for new employees.

**Table 46: Programme engagement overview**

| Type   | Number |
|--|--------|
| Absenteeism / Absent without leave / Abuse of sick leave / Desertion | 24     |
| Theft / Fraud  | 11     |
| Incapacity   | 8      |
| Poor work performance  | 3      |
| Grossly offensive behaviour  | 2      |
| Gross insubordination  | 2      |
| Gross dishonesty   | 2      |
| Sexual harassment  | 1      |
| Harassment   | 1      |
| Abuse of sick leave  | 1      |
| Plagiarism   | 1      |
| Obstructive behaviour  | 1      |
| Negligence   | 1      |
| Gross dereliction of duty  | 1      |
| Conducting oneself in bad faith                                      | 1      |

**Table 47: Programme engagement overview**

| Total engagement rate | 1024 |
|-----------------------|------|
| Individual cases      | 116  |
| Group intervention    | 2    |
| Ask the professional  | 6    |
| Profiled e-care users | 206  |
| Manager referral      | 2    |

## Wellness awareness sessions

- The purpose of the programme promotion was to educate employees about the Employee Wellness Office offerings and how they could access them. The Employee Wellness Programme was marketed to employees jointly by the wellness service providers, the UJ Department of Social Work and the Internal Wellness Programme. Twenty-one sessions were held with different staff groupings and a total number of 553 staff members addressed.

- Three wellness articles that were written by the Employee Wellness Unit were distributed to staff via *U@UJ*. Desk drops from the wellness service provider were distributed on a monthly basis, in line with topical issues of the national health calendar. This was done through circulars, the Employee Wellness Unit's web page and posters to service staff workers. One key partner, the Department of Social Work, conducted four information sessions on alcoholism in the workplace and a total of 100 employees benefited from these sessions.

## **Wellness Days**

The main goal of a wellness day is to bring attention to common chronic diseases of lifestyle and to provide an opportunity for staff to screen for these chronic conditions. This was an attempt to highlight the importance of managing health risk factors and controlling medical conditions. The medical aids conducted screening at the various campuses. A total of 240 employees were screened. The UJ Nursing Department also participated in the Wellness Days at the Auckland Park Kingsway Campus, servicing employees who are not covered by medical aid. A total of 153 employees were screened by the UJ Nursing Department.

## **HIV and AIDS Workplace Programme**

- Milestones achieved include:
  - targeted HIV staff awareness sessions in Finance at DFC, as recommended by their managers;
  - bi-monthly Reabua/Let's Talk wellness sessions with Operations;
  - training of 15 new active wellness champions;
  - strengthening partnership with Campus Health Clinic and IOHA;
  - developing and distributing a staff peer educator booklet – marketing the programme and presenting the faces of the wellness champions.
- HIV counselling and testing campaign: four HIV testing campaigns were held and a total of 270 staff members tested. Primary Healthcare offers voluntary counselling and testing services throughout the year and 32 staff members accessed those services. Those who tested positive were referred for viral load tests, CD4 count tests and further management.
- Staff Peer Education Programme (wellness champions): the Doornfontein Campus wellness champions participated in a community outreach project, the Door of Hope Orphanage. A certificate of appreciation was presented to them by management. A recruitment drive and visibility campaign was conducted by wellness champions at the Doornfontein Campus. A recruitment drive and visibility campaign was conducted by Bunting Road Campus wellness champions with Occupational Health. The focus was on TB and flu vaccinations. A marketing campaign was conducted by the Auckland Park Kingsway wellness champions to encourage staff members to mark World AIDS Day, observed in September 2012.
- Line managers training: two line manager training sessions were held, focusing on the role of managers in managing absenteeism, employees in ill health and employees affected by HIV/AIDS. The aim was to reach a significant number of managers, however work responsibilities prevented some managers from attending.
- World AIDS Day: World AIDS Day was marked jointly with the Institutional Office for HIV and AIDS (IOHA) in September 2012. It was marked by an educational show performed by external providers, as well as by an HIV testing programme. International World AIDS day was also observed in December by the distribution of the HIV newsletter, *The Ripple Effect*.

## **Management of disability challenges**

The Wellness Office supported and advised four employees and their line managers on disability issues, in particular with regard to conducive environment needs. Support for employees with disabilities is done in liaison with other internal stakeholders, namely PsyCaD, the Office for People with Disabilities and the Operations Division.

## Absenteeism management

- Quarterly Absenteeism Reports were distributed to managers through the HR Business Partnering Department. A Policy on Absenteeism Management has been drafted and is ready for relevant consultations in 2013.
- The Employee Wellness Programme (EWP) has become an integrated part of the employee wellbeing business processes, with more structured relationships with other internal stakeholders such as IOHA, Occupational Health, Occupational Safety, Primary Healthcare, PsyCaD and the Health Training Centre, among others. It has been noted that the employees are more confident in the EWP and thus the year-on-year uptake to the programme continues to improve. Despite that, there needs to be more awareness to increase knowledge and visibility of the programme, especially on the Soweto Campus, where the programme uptake is low. More manager-orientation sessions will be scheduled in order to equip managers to deal with people issues and utilise the programme more effectively.

## HR Division up skilling/capacity building

- Seven HR employees graduated and obtained two certificates and five diplomas in the field of HR Management.
- Three HRIS employees attended the South African Oracle User Group SAOUG meeting at Sun City in October 2012.
- HR employees were directly involved in both of the internal HR Communication groups (HR Khuluma and HR Social Team) and were pivotal role players in the HR Communication Drive in April which formed part of the monthly HR Forum.

## INSTITUTIONAL EMPLOYEE OVERVIEW

In 2012, the University set equity targets as follows:

- thirty-three per cent of all permanent and fixed-term contract academic employees should be black;
- sixty per cent of all appointments (academic and support and service) should be black;
- ten per cent of the remaining 40% may be foreign nationals;
- seventy per cent of all black academic appointments should be African;
- one per cent of all appointments should be people with disabilities.

## Equity performance

- The overall equity profile shows a growth of black employees by 1.96% in 2012.
- 72.85% of all new appointments were black while 7.28% were foreign nationals. Only 19.87% of appointments were white. The target of 60% black appointments was therefore exceeded.
- A total of only 0.33% of all new employees declared living with a disability.
- All permanent and fixed-term contract employees, academic and support and services staff within faculties and divisions are represented in these statistics, which do not include temporary staff.

**Table 48: Overall (academic and support services) equity profile for permanent and fixed-term employees**

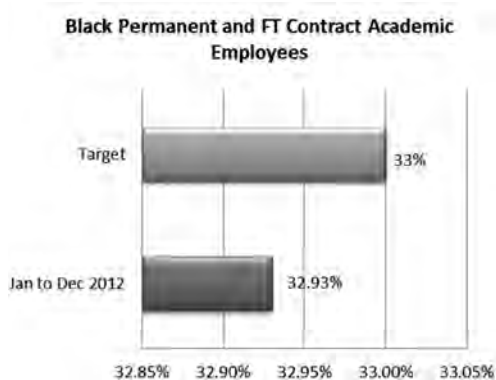
| Faculty/Division           | Black | White | Total | Foreign nationals |       | Total | Grand total | Disabled | Percentages |       |                   |          |
|----------------------------|-------|-------|-------|-------------------|-------|-------|-------------|----------|-------------|-------|-------------------|----------|
|                            |       |       |       | African           | Other |       |             |          | Black       | White | Foreign nationals | Disabled |
| Art, Design & Architecture | 22    | 43    | 65    | 2                 | 0     | 2     | 67          | 0        | 32.84       | 64.18 | 2.99              | 0.00     |

|   |     |     |      |    |    |     |      |   |        |        |       |      |
|---|-----|-----|------|----|----|-----|------|---|--------|--------|-------|------|
| <b>Economic &amp; Financial Sciences</b>                  | 67  | 115 | 182  | 7  | 0  | 7   | 189  | 0 | 35.45  | 60.85  | 3.70  | 0.00 |
| <b>Education</b>  | 34  | 42  | 76   | 1  | 0  | 1   | 77   | 2 | 44.16  | 54.55  | 1.30  | 2.60 |
| <b>Engineering &amp; the Built Environment</b>            | 94  | 97  | 191  | 30 | 11 | 41  | 232  | 1 | 40.52  | 41.81  | 17.67 | 0.43 |
| <b>Health Sciences</b>                                    | 72  | 66  | 138  | 5  | 1  | 6   | 144  | 1 | 50.00  | 45.83  | 4.17  | 0.69 |
| <b>Humanities</b>   | 72  | 112 | 184  | 5  | 12 | 17  | 201  | 1 | 35.82  | 55.72  | 8.46  | 0.50 |
| <b>Law</b>  | 28  | 40  | 68   | 3  | 0  | 3   | 71   | 0 | 39.44  | 56.34  | 4.23  | 0.00 |
| <b>Management</b>   | 115 | 121 | 236  | 10 | 2  | 12  | 248  | 2 | 46.37  | 48.79  | 4.84  | 0.81 |
| <b>Science</b>  | 89  | 130 | 219  | 18 | 12 | 30  | 249  | 2 | 35.74  | 52.21  | 12.05 | 0.80 |
| <b>FACULTY TOTAL</b>                                      | 593 | 766 | 1359 | 81 | 38 | 119 | 1478 | 9 | 40.12  | 51.83  | 8.05  | 0.61 |
| <b>Academic Development &amp; Support</b>                 | 52  | 44  | 96   | 3  | 1  | 4   | 100  | 1 | 52.00  | 44.00  | 4.00  | 1.00 |
| <b>Advancement</b>  | 30  | 21  | 51   | 1  | 0  | 1   | 52   | 0 | 57.69  | 40.38  | 1.92  | 0.00 |
| <b>DVC: Academic</b>                                      | 1   | 1   | 2    | 0  | 0  | 0   | 2    | 0 | 50.00  | 50.00  | 0.00  | 0.00 |
| <b>DVC: Finance</b>                                       | 0   | 5   | 5    | 0  | 0  | 0   | 5    | 0 | 0.00   | 100.00 | 0.00  | 0.00 |
| <b>DVC: HR &amp; Institutional Planning</b>               | 0   | 4   | 4    | 0  | 0  | 0   | 4    | 0 | 0.00   | 100.00 | 0.00  | 0.00 |
| <b>DVC: Research, Innovation &amp; Advancement</b>        | 2   | 0   | 2    | 0  | 0  | 0   | 2    | 0 | 100.00 | 0.00   | 0.00  | 0.00 |
| <b>Finance – Expenditure</b>                              | 67  | 25  | 92   | 1  | 0  | 1   | 93   | 0 | 72.04  | 26.88  | 1.08  | 0.00 |
| <b>Finance – Financial Governance &amp; Revenue</b>       | 58  | 53  | 111  | 1  | 0  | 1   | 112  | 1 | 51.79  | 47.32  | 0.89  | 0.89 |
| <b>Human Resources</b>                                    | 46  | 18  | 64   | 1  | 0  | 1   | 65   | 1 | 70.77  | 27.69  | 1.54  | 1.54 |
| <b>Information &amp; Communication Systems</b>            | 44  | 18  | 62   | 0  | 0  | 0   | 62   | 1 | 70.97  | 29.03  | 0.00  | 1.61 |
| <b>Institutional Planning &amp; Quality Promotion</b>     | 1   | 0   | 1    | 0  | 0  | 0   | 1    | 0 | 100.00 | 0.00   | 0.00  | 0.00 |
| <b>Institutional Planning Evaluation &amp; Monitoring</b> | 1   | 6   | 7    | 0  | 0  | 0   | 7    | 0 | 14.29  | 85.71  | 0.00  | 0.00 |
| <b>Library &amp; Information Centre</b>                   | 93  | 39  | 132  | 2  | 0  | 2   | 134  | 1 | 69.40  | 29.10  | 1.49  | 0.75 |
| <b>Operations</b>   | 466 | 76  | 542  | 1  | 0  | 1   | 543  | 3 | 85.82  | 14.00  | 0.18  | 0.55 |

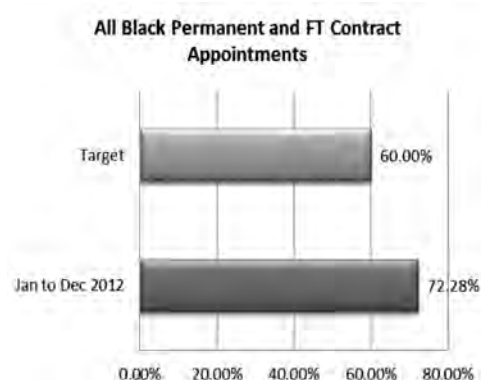
|  |             |             |             |           |           |            |             |           |              |              |             |             |
|--|-------------|-------------|-------------|-----------|-----------|------------|-------------|-----------|--------------|--------------|-------------|-------------|
| <b>Registrar</b>   | 0           | 2           | 2           | 0         | 0         | 0          | 2           | 0         | 0.00         | 100.00       | 0.00        | 0.00        |
| <b>Registrar – Central &amp; Academic Administration</b> | 135         | 48          | 183         | 0         | 0         | 0          | 183         | 3         | 73.77        | 26.23        | 0.00        | 1.64        |
| <b>Registrar – Health &amp; Wellness</b>                 | 21          | 2           | 23          | 1         | 0         | 1          | 24          | 0         | 87.50        | 8.33         | 4.17        | 0.00        |
| <b>Research &amp; Innovation</b>                         | 9           | 6           | 15          | 0         | 0         | 0          | 15          | 0         | 60.00        | 40.00        | 0.00        | 0.00        |
| <b>Strategic Partnerships</b>                            | 8           | 2           | 10          | 1         | 0         | 1          | 11          | 0         | 72.73        | 18.18        | 9.09        | 0.00        |
| <b>Student Affairs</b>                                   | 65          | 12          | 77          | 0         | 0         | 0          | 77          | 0         | 84.42        | 15.58        | 0.00        | 0.00        |
| <b>UJ Sport</b>  | 16          | 21          | 37          | 0         | 0         | 0          | 37          | 0         | 43.24        | 56.76        | 0.00        | 0.00        |
| <b>Unit for Quality Promotion</b>                        | 1           | 4           | 5           | 0         | 0         | 0          | 5           | 0         | 20.00        | 80.00        | 0.00        | 0.00        |
| <b>Vice-chancellor</b>                                   | 5           | 0           | 5           | 0         | 0         | 0          | 5           | 0         | 100.00       | 0.00         | 0.00        | 0.00        |
| <b>DIVISIONAL TOTAL</b>                                  | 1121        | 407         | 1528        | 12        | 1         | 13         | 1541        | 11        | 72.74        | 26.41        | 0.84        | 0.71        |
| <b>GRAND TOTAL</b>                                       | <b>1714</b> | <b>1173</b> | <b>2887</b> | <b>93</b> | <b>39</b> | <b>132</b> | <b>3019</b> | <b>20</b> | <b>56.77</b> | <b>38.85</b> | <b>4.37</b> | <b>0.66</b> |

The following graphs provide an overview of the above targets as at the end of December 2012.

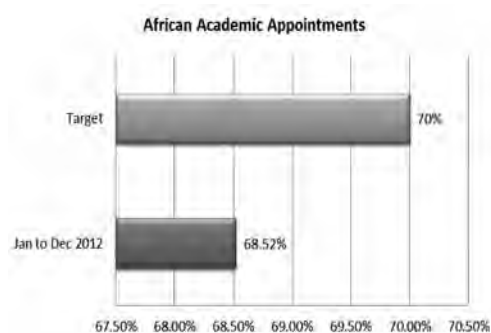
The overall equity profile of the University is looking positive at 56.77%, with the total resignations for black staff decreasing by 2.76% to 54.96%.



**Figure 11: Black permanent and full-time contract academic employees**



**Figure 12: All black permanent and full-time contract employees**



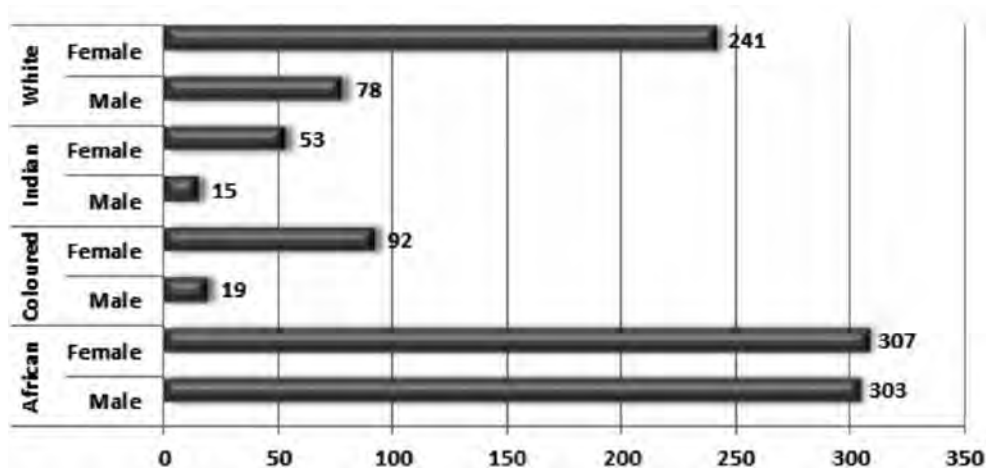
**Figure 13: African academic appointments**

## INSTITUTIONAL SKILLS DEVELOPMENT PERFORMANCE

Skills development refers to the interventions and activities planned and implemented for the development of competencies (knowledge, skills and attitudes) needed by staff members to perform optimally in the workplace. While learning is not limited to attending formal training interventions, the Training and Development Unit focuses on providing training and development interventions accessible to all UJ staff.

Some facts regarding Training and Development Unit interventions:

- Seventy-one short courses were attended by 1 108 employees.
- One learnership was attended by 20 employees.
- Seventy-three HR employees attended training programmes during 2012.



**Figure 14: The demographics of employees attending training during 2012**

**Table 49: Demographics of HR employees attending training in 2012**

| Programmes                          | 2012 HR Division Demographics |        |          |        |        |        |       |        |       |
|-------------------------------------|-------------------------------|--------|----------|--------|--------|--------|-------|--------|-------|
|                                     | African                       |        | Coloured |        | Indian |        | White |        | TOTAL |
|                                     | Male                          | Female | Male     | Female | Male   | Female | Male  | Female |       |
| Advanced Report Writing             | 1                             | 2      |          | 1      |        |        |       | 1      | 5     |
| Art of People Management            |                               |        |          |        |        |        |       | 1      | 1     |
| Business Administration Programme   |                               |        |          |        |        |        | 1     |        | 1     |
| Business English Writing Skills     | 2                             |        |          | 3      |        |        |       |        | 5     |
| Communication Intelligence          | 1                             | 2      |          | 2      |        | 1      |       |        | 6     |
| Communication & Presentation Skills |                               | 1      |          | 3      |        | 1      |       | 3      | 8     |

|  |           |          |          |           |          |          |          |           |           |
|--|-----------|----------|----------|-----------|----------|----------|----------|-----------|-----------|
| <b>Conflict Management</b>               |           |          |          | 3         |          | 1        |          | 2         | 6         |
| <b>Employee Relations (Discipline)</b>   |           |          |          | 1         |          |          |          |           | 1         |
| <b>Emotional Intelligence Leadership</b> |           |          |          | 1         |          | 1        |          | 6         | 8         |
| <b>Essential Assertiveness</b>           | 1         |          | 1        | 4         |          | 1        |          |           | 7         |
| <b>Effective Executive Secretary</b>     |           |          |          | 1         |          |          |          |           | 1         |
| <b>Financial Life Skills</b>             | 1         | 2        |          | 2         |          |          |          |           | 5         |
| <b>Induction</b>                         |           | 2        |          |           |          |          |          |           | 2         |
| <b>Computer Training</b>                 | 3         |          |          | 7         |          |          |          | 2         | 12        |
| <b>Project Management</b>                |           |          | 1        |           |          |          |          | 1         | 2         |
| <b>Telephone Excellence</b>              | 1         |          |          | 1         |          |          |          |           | 2         |
| <b>Quality Customer Care</b>             |           |          |          | 1         |          |          |          |           | 1         |
| <b>TOTALS</b>                            | <b>10</b> | <b>9</b> | <b>2</b> | <b>30</b> | <b>0</b> | <b>5</b> | <b>1</b> | <b>16</b> | <b>73</b> |

Due to new legislation, and to qualify for mandatory as well as discretionary grants, PIVOTAL programmes as described below are included in the annual offerings:

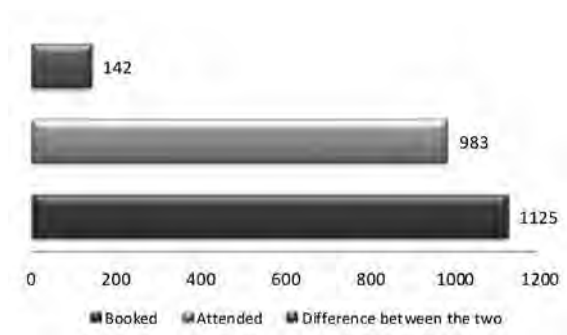
- P = Professional programmes
- Vo = Vocational programmes
- T = Technical programmes
- A = Academic programmes
- L = Learning programmes

- The Training and Development Unit adheres to all legislative requirements and an amount of R6 000 000 was received in mandatory grants during 2012.
- During 2012 an amount of R500 000 was allocated to UJ as part of a discretionary grant from the ETDP SETA. The money was used for three training programmes:
  - Project Management Qualification (in progress);
  - Assessor and moderator training (not yet begun);
  - Facilitation training for transformation facilitators (in conjunction with the Transformation Office, not yet begun).

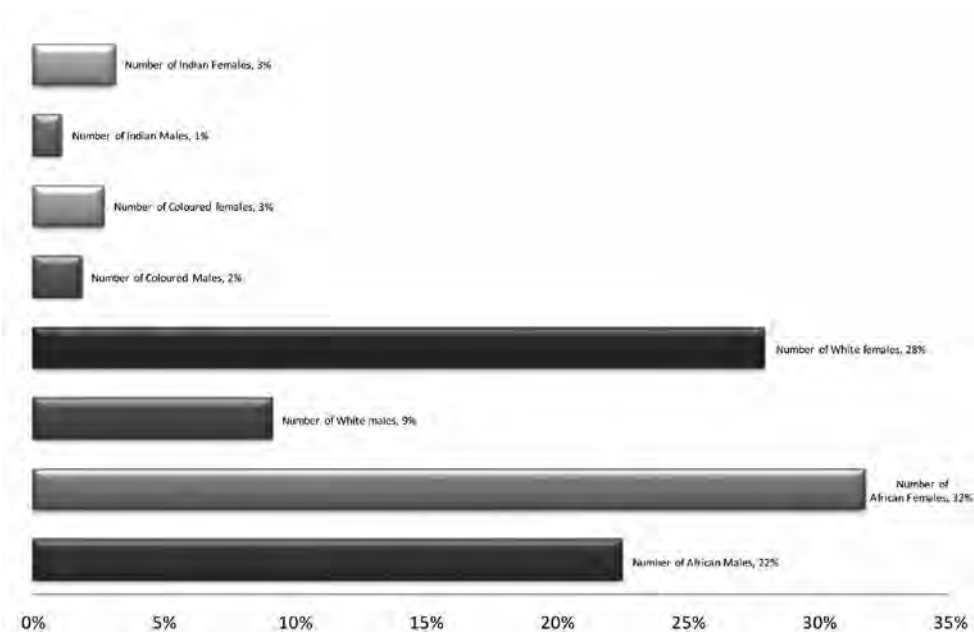
The Training and Development Unit is also actively involved in various legislative drives such as:

- B-BBEE: annual statistics on skills development. Since 2011 the result in respect of skills development has not been higher than nine points given the gaps in the recording and reporting on all training and skills development interventions across UJ. In order to address this misrepresentation, the Division has invested in a Learner Management System that will be implemented in 2013.
- Workplace Skills Plan: all skills development-related data is fed into a workplace Skills Plan for submission to the ETDP SETA to be used for a Sector Skills Plan for the Higher Education sector.
- Employment equity: skills development data is submitted as part of the annual reporting on employment equity.

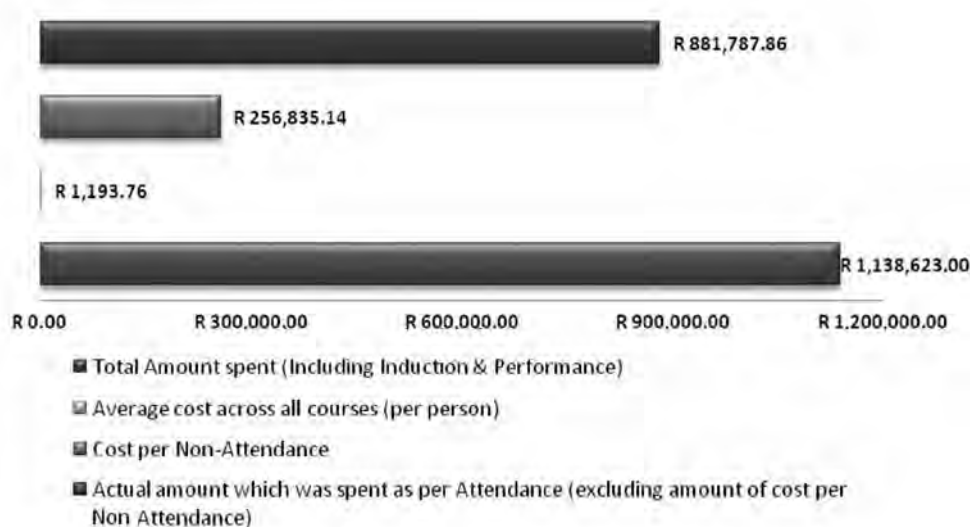




**Figure 15: Overall training attendance in 2012**



**Figure 16: Demographics of employees who attended training during 2012**



**Figure 17: Training costs**

**Table 50: Short courses 2012**

The following interventions took place during 2012:

| <b>Interventions</b>  | <b>Number of attendees</b> |
|---|----------------------------|
| Computer Training (Introduction to Personal Computers, MS Outlook, MS Word, MS Excel, MS PowerPoint, MS Access) | 296                        |
| Project Management  | 67                         |
| Induction for New Employees   | 60                         |
| Financial Life Skills   | 27                         |
| Communication Intelligence  | 54                         |
| Landscape Gardener Course   | 47                         |
| Conflict Management   | 55                         |
| Customer Service  | 84                         |
| Business English Writing  | 46                         |
| Employee Relations  | 14                         |
| Advanced Report Writing   | 24                         |
| Emotional Intelligent Leadership  | 55                         |
| Essential Assertiveness Skills  | 42                         |
| Presentation Skills   | 46                         |
| Effective Secretary and PA  | 30                         |
| Art of People Management  | 26                         |
| Guidelines for Agenda Compilations  | 18                         |
| Telephone Excellence  | 29                         |
| Business Administration   | 20                         |
| Performance Management  | 28                         |

## **CULTURE TRANSFORMATION PERFORMANCE**

The HR Divisional transformation process continued to focus on building a cohesive, effective and efficient HR team. Much emphasis was placed on living up to the HR Division Code of Conduct ideals which echo the UJ Mission and Values. The HR Forum continued to address issues of transformation as external guests facilitated requisite conversations and open discussions. One HR Forum presentation and training focused on employment equity in terms of legislative reporting requirements and more broadly as a key imperative of the institutional transformation agenda.

A team building, interactive outdoor session facilitated by external experts took place in October to enhance efforts to build a transformed, supportive, winning team, appreciative of each individual's differences and strengths. The Division played a major role in the 2012 Diversity Week and engaged actively in the Open Conversation Forums facilitated by the Transformation Office. During the cultural survey exercise the Division proactively supported the Transformation Unit by facilitating awareness sessions to assist lower Peromnes level employees to respond to the survey.

## STAKEHOLDER ENGAGEMENT PERFORMANCE

### Internal stakeholders

The strategic direction for the HR Division is underpinned by a 'people first' philosophy that reflects itself in our:

- HR branding message of "minding your business together";
- quality of service delivery across UJ campuses as part of promoting campus equity;
- effective engagements and relationships with our internal and external stakeholders;
- promotion of the interests of our staff, students and the communities from which they come.

There are continued efforts to provide optimal support to faculties and divisions to manage their own human resources effectively.

### External stakeholders

The Division engages primarily with the following external partners:

- the Department of Higher Education and Training: on employee data as per HEMIS requirements;
- Higher Education South Africa (HESA): for sectoral benchmarking exercises as part of collaboration efforts supported by the HR Director's Forum;
- the Department of Labour: the Division submits annual employee information as per compliance requirements with regard to labour legislation.
- the Institute of People Management (IPM), the South African Board for People Practices (SABPP), Alexander Forbes, PricewaterhouseCoopers, Oracle and SAOUG: these collaborations continue to add value in advancing HR processes in the Division.

## CONCLUSION

The Human Resources Division succeeded in 2012 to consolidate the drive to align people, processes and policies with UJ's Vision and strategic priorities. With the completion of the population of the HR organogram, the establishment of an HR Shared Services Unit and embedment of the basic HR functions into line management, the Division is well on its way to provide optimal service delivery. A survey will be conducted in 2013 to measure HR efficiency and effectiveness.

## TARGETS AND WAY FORWARD

The primary focus for the year 2013 will be on further enhancement of talent management processes and procedures. The imperative to build UJ's intellectual capital ahead of demand through management of its talent capability and capacity will underpin this direction and in this regard the conclusion of the remuneration strategy and formulation of appropriate policy guidelines will be a priority. Effective application of the recruitment and retention strategy and continuous improvement of institutional culture climate will be monitored, advocated and emphasised on an ongoing basis.

### Considerations to ensure continuity and sustainability of HR change processes

The proxies include:

- capacity of the Organisation Development Unit and of the Human Resources Business Partnering Department to operationalise expanded implementation and roll-out of HR best practice with supporting policies;
- steering of the HR Shared Services efficiency intervention;
- creation of a sustainable HR system with a core of competent people able to support the UJ next decade Vision;
- a bi-annual survey on HR Efficiency and Effectiveness.



**Pamela Dube (Dr)**  
Executive Director: Human Resources



**Derek van der Merwe (Prof.)**  
Deputy Vice-Chancellor: Strategic Services.



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# REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON MANAGEMENT AND ADMINISTRATION: OPERATING CONTEXT SUPPORT SERVICES

## OVERVIEW

UJ's strategic goal related to "institutional efficiency and governance", as well as the strategic thrust related to "sustained excellence", applies to the Support Services Division. The operating context and governance, as well as the performance review of the following support services, are reflected in this Division:

- Institutional Advancement;
- Information and Communication Systems;
- Institutional Planning, Monitoring and Evaluation;
- Operations;
- Registrar's Portfolio: Academic Administration, Central Administration, Corporate Governance, Quality Promotion and Health and Wellness.

## GOVERNANCE

Reports of the various support services serve at the MEC Operations Committee, and, where applicable, at the MEC. The cycle reports of Academic Administration (i.e. Undergraduate Application Report, Registration Report, Graduation Report, etc.) also serve at the Senate Executive Committee, Senate, Council Executive Committee and Council. Several institutional Academic Administration Committees are operational, chaired by the Registrar (i.e. Admissions Committee, Registration Committee, Timetable Committee, Academic Administration Coordination Committee, etc.). An MEC Enrolment Management Committee (chaired by the DVC: Academic) monitors compliance with the UJ Enrolment Plan from application to registration.

## POLICY FRAMEWORK

The Support Services Division functions in accordance with the institutional policy framework and governance, as reflected in Section 3. The corporate governance principles reflected in King III are applicable, as well as the relevant national and international standards. Specialised legislation, regulations and national and international standards are also applicable.

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# INSTITUTIONAL ADVANCEMENT

## OPERATING CONTEXT

The Institutional Advancement Division is made up of five separate operating departments: Brand and Marketing, Strategic Communication, Student Marketing, Strategic Partnerships and Arts and Culture. Each department has its own administrative support and budget. The report on Arts and Culture is reflected in Section 13 (Student Life).

### **Brand and Marketing**

Brand and Marketing is responsible for positioning the University brand in the public space and maintaining the University's corporate identity both internally and externally. Additionally it commissions independent research on the efficacy and effectiveness of the brand. This research informs the University's above-the-line marketing strategies which are implemented by an advertising/brand agency. The Department manages all institutional events and oversees ad hoc events at the request of the University leadership. It manages the University's social media offerings and monitors social media responses that impact on the University.

### **Strategic Communication**

Strategic Communication manages internal and external messaging in support of the brand. Included in its external remit are media relations, crisis communications, publications (internal and external, including the Annual Stakeholder Report, a Teaching and Learning Report, a Research Report and a Community Engagement Report); and web services, including intranet content. Internal communications includes staff and student engagement. Additionally, the Department plays a support role in the University's transformation programme and manages strategic communication campaigns such as that developed around application deadlines and walk-ins. All media reflecting UJ is monitored and evaluated on a daily basis. University events are recorded throughout the year by a team of two photographers and one videographer.

### **Student Marketing**

Student Marketing is responsible for marketing UJ's undergraduate offerings to schools. This is done primarily through direct school visits and participation in career exhibitions, liaising with top feeder schools and managing career/recruitment events such as Open Days, top achievers' events, and educators' engagements, including educators' functions and dedicated faculty days. It also manages targeted school sponsorships and produces the annual Prospectus (in association with the faculties and other support divisions, including the Registrar's office). Additionally, the Department coordinates requests for on-campus tours for schools and external stakeholders, and Student Marketing staff attend parent evenings at schools. The major target market is grade 11s and 12s, but marketers also attend Grade 9 subject choice evenings at schools.

## **Strategic Partnerships**

This Department's main goal is to develop and maintain strategic and active partnerships in the non-academic arena. Its remit includes Alumni Affairs, Community Engagement and Development (Fundraising). Strategic Partnerships acts in the following capacities:

- initiation of UJ partnerships;
- communication on and the facilitation of pending partnerships;
- hosting of a database of strategic institutional partners.

The Alumni Affairs section stewards alumni who are supportive and engaged with UJ and encourages them to contribute to the reputation of the University and its resource base.

Community Engagement (CE) engages with communities to develop mutually beneficial relationships and partnerships. This engagement should lead to the social, economic and educational development of the relevant stakeholders. In order to respond to this vision, the section focuses on three primary areas:

- the developmental needs of UJ's surrounding communities by providing them with access to the University's intellectual capital;
- supporting UJ faculties and support divisions to recognise and implement CE as the University's third core function;
- supporting the faculties in their goal of increasing the number of Service Learning modules in their curricula.

Development (Fundraising) currently reports directly to the Executive Director: Advancement as the University is engaged in a major fundraising exercise in support of the redevelopment of its Doornfontein Campus in which the Executive Director is directly involved. Development raises funds for UJ priority projects, manages the donor interface, the donor database, all stewardship initiatives and monitors and records all donations to the University.

## **Arts and Culture**

UJ Arts and Culture produces student and professional performing arts in three theatres. Additionally it arranges and manages exhibitions, concerts and a range of cultural and creative activities across all four UJ campuses.

Facilities on the Kingsway Campus include the UJ Arts Centre comprising the 436-seater Arts Centre Theatre, the UJ Art Gallery, dance studios and choir rooms, as well as the Experimental Theatre. The Bunting Road Campus has the newly refurbished 180-seater Con Cowan Theatre and dance studios. These venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions, conferences and cultural events.

## **Executive Director's Office**

The Executive Director's Office is supported by three office assistants serving the Division: a Receptionist, a Driver/Messenger and a Tea Lady/Cleaner who all report to the Division's Administrative Assistant who, in turn, reports to the Executive Director.

## **GOVERNANCE STRUCTURES**

During the year under review, the Executive Director reported directly to the Vice-Chancellor in the absence of the Deputy Vice-Chancellor: Research, Advancement and Innovation who was on sabbatical for the first six months of the year and in the absence of a DVC for the second half of the year.

Senior managers run four sections in the Division: Brand and Marketing, Strategic Communication, Student Marketing and Strategic Partnerships, while the Head of Arts and Culture is on director level. The five section heads hold regular section meetings and their action plans are delivered to the Executive Director for noting and comment. They each report directly to the Executive Director who conducts one-on-one meetings with them on a regular basis and chairs a monthly Heads of Section meeting where all departmental heads meet to discuss strategic issues and cross-cutting initiatives, risks and mitigation strategies, transformation issues and the alignment of divisional initiatives with the University's strategic goals.

The Executive Director sits on the Management Executive Committee Operations (MECO), the VC's Development Committee, the VC's Marketing Task Team, the Naming and Renaming Committee, the Cultural Integration Committee, the Transformation Committee and the IT Advisory Forum. He also chairs the Arts and Culture Committee and the Community Engagement Board and sits on the boards of UJFM and the Gauteng City Regional Observatory, a joint high-level research venture between UJ and the University of the Witwatersrand.

## **RISKS AND MANAGEMENT OF RISKS**

The Division has a Senior Manager acting as the Divisional Risk Officer and the Risk Register is a standing agenda item at heads of section meetings. All perceived risks within the Division or institutional risks impacting on the Division are identified and revisited annually to update the institutional Risk Register.

The following risks were identified in 2012: theft or damage of artworks, non-compliance with corporate identity policies and procedures, possible non-compliance with the Consumer Act, lack of financial resources, inability to attract suitably qualified staff, lack of a Customer Relationship Management System, reputational risk, loss of top-end and targeted student groups to peer institutions, lack of a Crisis Communications Plan for students, and inefficient internal organisational processes.

During the year under review the Division underwent an internal audit conducted by Deloitte focusing on brand execution and the management of reputational risk incidences for the period January 2012 to July 2012. The purpose of the audit was to assess the adequacy and effectiveness of controls in mitigating risks.

The audit declared the risks mitigation for brand execution to be "acceptable, adequate and effective" and management of risks to be "cautionary, partially adequate and effective". The "partially adequate" finding reflected the absence of an Internal Communications Policy approved by the MEC. In this regard, a draft policy has been written and delivered to the auditors for comment. Comment from Deloitte was outstanding at year end.

## **STRATEGIC THRUSTS AND TARGETS**

Guided by UJ Strategic Thrusts for 2020, the Division focused its efforts primarily in support of four of the eight thrusts:

- Thrust 2: a reputation as a comprehensive institution with a unique identity in the higher education sector because of the stature and quality of its scientific and technology-rich programmes and its scientific and technology-driven research, innovation and technology transfer.
- Thrust 5: establish a brand for UJ that identifies it with relevant, accessible and excellent higher education.
- Thrust 7: alumni that are supportive and engaged and contribute actively to the institution's reputation and its resource base.
- Thrust 8: resources that enable UJ's fitness for purpose, support the achievements of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

Marketing and Brand, Strategic Communication and Student Marketing promoted Thrust Two (reputation) through above- and below-the-line initiatives. For example, during 2012, Marketing and Brand ran an extensive campaign on the University's research outputs, while Strategic Communication regularly disseminated information regarding these and other activities to the media. Student Marketing did the same in schools and at career exhibitions.

The Marketing and Brand, Strategic Communication, Student Marketing and Arts and Culture departments were primarily focused on promoting Thrust Five (brand). A key objective for Marketing and Brand was to start planning to reposition the UJ brand from 'hip' and 'trendy' to that of 'stature' and 'quality', a project that will continue for three years, starting in 2013. Meanwhile, for 2012, the UJ brand (assessment of brand stature – resonance) reached its target of 7 as specified in the UJ Institutional Scorecard.

Strategic Communication worked to manage the University's reputation holistically; creating communication that was clear, pertinent, unambiguous and timely, and developing and maintaining UJ's online offerings.



In the Strategic Partnerships Department the Alumni Office was focused primarily on Thrust Seven (supporting alumni) with its attention in 2012 still on the foundational phase of engagement with UJ alumni. This work was maintained in anticipation of a Kresge Foundation Advancement Capacity Grant Challenge which would help align Alumni Affairs and Development Office activities.

In Alumni Affairs, the following strategic goals were set for 2012:

- launder the first 20 000 names on the alumni database;
- build alumni relationships through alumni affinity groups across all professions and age groups (eight new groups in 2012);
- develop programmes that build alumni participation by targeting legacy alumni from former institutions;
- develop a spirit of alumni service and loyalty to the institution and advance the notion of philanthropy;
- identify 100 UJ VIP alumni and four goodwill ambassadors, and develop strategic links for them to play key roles in networking and fundraising initiatives for the institution;
- increase alumni paying members by 10%.

The Community Engagement Office focused primarily on Thrust Eight (responsive and responsible citizenship) by engaging with communities and building partnerships.

The vision of UJ's Office for Community Engagement is to infuse community engagement into teaching, learning and research within the University and establish and foster strategic partnerships with its communities. In order to achieve this vision, CE at UJ is focused on three key outcomes:

- that at least 10% of all academic programmes incorporate service learning efficiently and cost effectively into their curricula by 2020 from the current base of 4%;
- that the University should increasingly recognise and implement CE as its third core academic function;
- that the developmental needs of UJ's communities be met by providing them with access to the University's intellectual capital.

Responsibility for the three community engagement strategic goals is shared jointly by the Community Engagement Office and the faculties.

The Development Office is aligned with Strategic Thrust Eight (resources) through its efforts to raise money for the University. Within this thrust certain goals/targets were set, namely: to respond to specific project requests from the Management Executive Committee to support the Doornfontein Campus Redevelopment Projects (R20 million floor and R50 million ceiling), to explore the prospect of a second round of Next Generation Scholars, to support a Bursary Stewardship Initiative, to identify additional potential governors and invite them to join UJ's Board of Governors, to support the efforts of the UJ Naming Committee, to track income received from donations on a quarterly and annual basis, to facilitate peer-to-peer engagements on behalf of the Vice-Chancellor, to raise unencumbered income, to apply for a Kresge Foundation Advancement Capacity Grant and to develop a five-year plan for the Office (these last two goals being interlinked).

The Student Marketing Department supports primarily Thrust Two (reputation) and Thrust Five (brand). Through 2012, its work was based on four key marketing objectives:

- promoting UJ as a leading comprehensive institution of higher learning as a career, training and study option;
- identifying potential students at schools and guiding learners to make the correct career choices;
- establishing the University's brand in the market;
- attracting Afrikaans- and English-speaking white learners, SET and high-APS scoring learners to UJ.

Arts and Culture supported Thrusts Two (reputation), Five (brand), Seven (engaged alumni) and Eight (resource generation). In support of these thrusts, the Department managed UJ productions, hosted visiting productions and ran a number of campus Arts and Culture programmes, concerts and exhibitions. The target for 2012 to produce 12 productions with a mix of UJ students, alumni and professionals was achieved. The objective was also to generate income and media visibility (as measured by the advertising value of space).

## PERFORMANCE

The Advancement Division was focused early in the year on mitigating reputational risk as a result of the tragic events that occurred in January 2012 when a stampede occurred during late application walk-ins at the Bunting Road Campus. In particular Strategic Communication and Marketing and Brand worked together to formulate and implement the strategic messaging to prevent a reoccurrence in 2013.

In light of the stampede, a rethink of planned marketing and communication strategies for 2012 was undertaken. UJ's messaging needed to respond carefully and sensitively to these circumstances to address any future situations and potential negative sentiment toward the brand. The focus for undergraduate marketing for 2012 consequently focused on educating and informing. UJ's Be Clear Campaign in 2012 was developed to create awareness of application requirements for tertiary education in general and to motivate learners to work toward what is necessary to enter the University. An information tool was developed that highlighted the importance of grades 9, 11 and 12 and the message was distributed nationwide to schools and learners by Student Marketing.

"Be Clear" was based on a mnemonic to drive understanding of the application and registration process: Choose your subjects wisely in Grade 9; Learn hard in Grade 10; Earn the good marks you need to go to university in Grade 11; Apply on time in Grade 12; Register to study at UJ if you are successful in Grade 12.

The advertising campaign, supported by a Late Applications Communications Campaign developed by Strategic Communication for the Registrar's Office and supported by Marketing and Brand and Student Marketing, was adopted and successfully implemented. It was widely welcomed by teachers as it aided them in educating learners regarding post-school studies.

UJ's social media presence grew exponentially during the year under review, particularly in the undergraduate market and current student population. Social media are maintained and controlled by the Marketing and Brand Management team.

The postgraduate marketing strategy for 2012 was to further position UJ as a first-choice destination for postgraduate study by building stature through UJ success stories. The campaign launched in March with an intensive Research Outputs Campaign in the *Mail & Guardian* and full-page advertisements in the various Sunday newspapers. This was supported during the rest of the year with a campaign highlighting research stories on the UJ web, in various online media channels and on radio. An Honours Bursary Campaign was marketed on various platforms.

UJ's Brand Internalisation Campaign was put on hold in 2012 due to changes being made to the UJ Vision, Mission and Values Charter.

Corporate Identity (CI) monitoring took place on a daily basis and CI abuses were monitored and infringements corrected. Staff training sessions were held on an ad hoc basis as required throughout the year and presentations were made at staff induction sessions.

In support of the brand, more than 100 institutional events were managed professionally by the end of 2012. These included a variety of internal and external events such as graduations, professorial inaugurations, public debates/lectures, Council events, award ceremonies and Open Day. The Events team also played a pivotal role in the inauguration event for the new UJ Chancellor, Prof. Njabulo S. Ndebele.

Research on the impact of UJ's marketing was conducted during August to October 2012 and the results were as follows:

- brand recall remained the same as 2011 with the same media spend:
  - 2010 – 25.4% (R6 million actual media spend);
  - 2011 – 34% (R6 million);
  - 2012 – 34% (R6 million);
- brand resonance, which is affected by all contact that a prospective student/staff member has in his/her contact with UJ, was down slightly from the 2011 high of 80.7% to 77.1% in 2012. It is, however, still high.

Numerous national and international competitions are entered to benchmark UJ advertising campaigns against other local and international higher education institutions. During 2012 UJ advertising won various international and local awards:

- international: Council for Advancement and Support of Education (CASE) Silver Award for Television Advertising and a CASE Bronze Award for UJ's Integrated Campaign;
- local: Marketing and Communication in Education (MACE) Excellence Awards for Integrated Campaign, Outdoor Execution, Postgraduate Coffee Cup Campaign and an Undergraduate Postcard Series.

For the fourth year in a row, the UJ brand was judged second in the annual *Sunday Times*' Generation Next Brand Survey.

In 2012, media releases on a broad range of University news and activities were posted on the UJ website homepage and statements, alerts and news bites were disseminated to media on a regular basis. A turnaround time of 12 hours was maintained for all media enquiries.

Media were continuously monitored and media monitoring reports were submitted to senior managers. Print and online media reports were forwarded to internal stakeholders mentioned in the reports. Internal stakeholders were continuously engaged to promote their achievements internally and in the media.

Media coverage received for print, broadcast and online from January to December 2012 totalled 15 688 items. Based on the Advertising Value Equivalent (AVE), these items amounted to R492 468 301.

A pro-active approach was adopted to manage UJ's reputation more effectively within the media by developing an online UJ media strategy, making better use of the UJ Experts Directory. An updated expert list was distributed to media partners. The Strategic Communication Department collaborated with Radio Mafisa to produce weekly information slots for their target audience, and facilitated Open Varsity inserts for the SABC – a programme assisting students struggling with subject content.

The Crisis Communications Plan and a Media Action Plan were updated and approved by the MEC, while a Media Activity Plan was executed in collaboration with faculty marketing executives, where different faculties and support divisions are profiled through media networking sessions and press releases on topical issues.

Development plans for the UJ website for the year were implemented and completed. An upgrade from SharePoint 2007 to SharePoint 2010 was successfully executed during the year. The APS Calculator was also upgraded.

The year opened with Webometrics rankings for the UJ website at 16 in Africa and 1 321 globally. By year-end this ranking slipped to 20 in Africa and 1 831 globally, although the ranking was adjusted upwards in January 2013 to reflect UJ at 13 in Africa and 1 335 globally.

Performance in the area of Internal Communications showed a considerable increase in activity from the previous year. Projects included the internal newsletter *U@UJ*; the introduction of the D6 Communicator Push Communication System that allows staff to select the news they wish to receive; coordinating and distributing seven VC video-recorded messages to staff via YouTube; conducting email campaigns to support forums and initiatives, and developing, launching and managing an Internal Student Communication Campaign, in collaboration with Student Affairs. The online birthday card distribution system was managed and e-cards were sent out on special days, and a new Leadership Engagement Initiative was launched to encourage engagement between senior management, staff and students.

The Transformation Office was assisted with a communication plan for Diversity Week and Staff Day. Strategic Communication also created awareness about various UJ departments through the monthly internal profile plan which included video interviews on the web, articles in the online newsletter and media brunches.

The Division increased its publications output considerably during the year, including a 100% increase in the frequency of the internal newsletter *U@UJ*. Two issues of an external magazine *UJ Advance*, the Annual Report,

the Research Report, the Teaching and Learning Report, as well as a Community Engagement Report were produced, published and distributed on deadline. The department also coordinated the publication of the UJ Metropolitan Academy's twentieth anniversary magazine.

There was an increase in photography (250 photographic shoots completed) and videography (253 film and editing bookings received) requests and assignments across the four campuses due to an improved booking system, enhanced client service and improved turnaround times. The Video Unit utilised YouTube to broadcast internal productions, creating more awareness and making UJ's website more interactive.

Achievements during the year included MACE Excellence Awards for the following:

- UJ's Apply on Time online campaign (first place in the Public Relations Campaigns Category);
- UJ's four stakeholder reports, namely the Annual Report, the Research Report, the Teaching and Learning Report and the Community Engagement Report in the External Publications: Annual Reports Category;
- The BF4F Student Communications Campaign in the Internal Campaign Category.

All segments of alumni showed enthusiasm by their active participation and commitment to the new programmes launched in 2012 and targeted outcomes of the foundational work in building UJ Alumni were achieved, namely:

- The first 25 000 alumni contact details were laundered and checked by year end.
- The Affinity Group Programme, aimed at bringing together UJ alumni around common areas of specialisation, commenced in 2011 with the initiation of ten groups. Ten new groups were formed in 2012 (target: eight) and had active programmes running during the year.
- Paying alumni membership was up by 14.7% by year end (target: 10%). There were 350 additional paying members in 2012 making 2 724 in total compared to 2 374 at year end 2011.

All segments of UJ Alumni were kept actively involved in various offerings, including functions in the form of VC events and dinner engagements, seminars and workshops.

A target to identify 100 VIP alumni was set for 2012 and 120 VIP alumni were identified. Most of them were actively engaged in functions and other alumni offerings for student alumni, such as career nights and outings. UJ now has a total of 476 UJ VIP alumni on the database.

Nominations of potential goodwill ambassadors are made each year, and are publicly announced at the annual Dignitas/Alumni Awards Ceremony in October. Four new goodwill ambassadors (target for 2012) were recruited.

The Development Office was focused on the Doornfontein Redevelopment Project, the Second Round of Next Generation Scholars, a Bursary Stewardship Programme, the UJ Board of Governors, the Naming Committee, peer-to-peer engagements, a Kresge Foundation funding application and the Development Office's own five-year plan. The Office also focused on quarterly tracking of donor income and supporting the institution's unencumbered fundraising in 2012.

## **Doornfontein Redevelopment Project**

The Development Office worked closely with two faculties during the year on this project:

- Faculty of Engineering and the Built Environment: the Development Office facilitated a R40 000 donation from Investec to the Faculty. Neville Nicolau, previous CEO of Anglo Platinum and an alumnus, offered his assistance in the fundraising process and to champion the project in the mining sector. A major proposal for support was developed in 2012 and a number of potential donors were approached. Outcomes are still unknown and these activities will increase in 2013.
- Faculty of Health Sciences: the Department of Higher Education and Training pledged a clinical grant to the Faculty of Health Sciences – R6 million for 2012/2013, and another R6 million for the 2013/2014 year. This will be used to address the funding shortfall of this Faculty at Doornfontein. The Development Office facilitated a R160 000 donation from Investec to the Faculty and put a request of R8.5 million to the Discovery Fund, which was unfortunately declined due to criteria variance. The Development Office opened and facilitated

high-level discussions with the Netcare Group, which brought about a Memorandum of Understanding in various mutually beneficial disciplines. Activities will continue in 2013.

### **Next Generation Scholars (NGS): second round and placement programme**

The first-round NGS was a great success with R14.7million being raised. UJ was first to market with this initiative and since then similar projects have been rolled out by numerous other institutions, making a second round of fundraising more challenging. An NGS second-round proposal was sent to the first-round donors, outlining the success of the first round and calling for support for the second round.

Our conclusion towards the end of 2012 was that this project may no longer be feasible as a priority fundraising project. A new proposal was written and engagements with Nedbank, the Ford Foundation, Murray & Roberts and Carnegie were unsuccessful. The continuation of this project will be reviewed in 2013.

### **Bursary Stewardship Programme**

The Bursary Stewardship Programme was created by the Development Office in 2010 in an attempt to acknowledge existing bursary donors, which has never been done in the past, and to increase bursary money to UJ which is seen as unencumbered funding. This initiative, which is now embedded in the Development Office's daily functions, entails relationship-building visits and stewardship initiatives with companies already contributing bursary money. It also involves researching companies that provide bursaries but are not engaged with UJ.

Fifty-two potential donors were visited in 2012 and due to our efforts, we saw regular donors giving more. This was the first year UJ documented the receipt of bursary donations from individuals; one from an alumnus and the other from a philanthropist based in the USA.

### **UJ Board of Governors**

Herman Bosman and Marcel Golding accepted the position of Governor and the UJ Board of Governors now consists of six prominent individuals.

### **Quarterly income tracking and unencumbered funding in 2012**

Donor funding increased from R40 925 783 in 2009 to R43 623 482 in 2010 to R56 564 277 in 2011 and R77 583 810 in 2012. Donor income for 2012 thus increased 36% over 2011.

UJ captured the following as part of its unencumbered income: the Albert Wessels Trust donated R1 196 500 and R85 000 was received from Toyota SA. Funding of NRF Chairs greatly advances the institution's research efforts and although the funding received was not captured in any of the donation records, we are proud of the R14.3 million received for NRF Chairs in 2012.

### **The Kresge Foundation Advancement Capacity Initiative and the Development Office's five-year plan**

The Kresge Foundation put a call for concept papers towards funding for advancement capacity building in the first half of 2012. Fourteen Higher Education institutions responded. UJ made the first phase and was asked to submit a full proposal alongside six other applicants. In December 2012 we were informed that we were successful and this implied that UJ would participate in a five-year Advancement Capacity Building Programme and receive up to USD640 000 by the end of 2017.

UJ's Kresge grant proposal assisted us in drafting a workable plan for the Development Office, which will enable better functioning of the Office, resulting in significant increases in donor income. We envisage that, mid-way through the five-year grant challenge, the entire institution will have been trained on best practices in fundraising and that stewardship guidelines will be adhered to. The focus will then shift towards Alumni and the Office will embark on initiatives such as individual and online giving and establishing a bequests programme.

The undergraduate Student Marketing drive in 2012 was based on four key marketing objectives, namely to:

- market and introduce the University of Johannesburg as a leading, comprehensive institution of higher learning as a career, training and study option;
- identify potential students at schools and guide learners to make good career choices;
- establish the UJ brand in schools and the broader market;
- place emphasis on SET and high APS-score learners;
- attract more white students to UJ.

Student Marketing's Orange Carpet Campaign to attract students with an APS of 40 and above attracted 207 applications this year, of whom 53 finally registered at UJ.

The UJ Open Day was successfully held on 11 and 12 May 2012 on all campuses and attracted 41 500 visitors. No incidents were recorded.

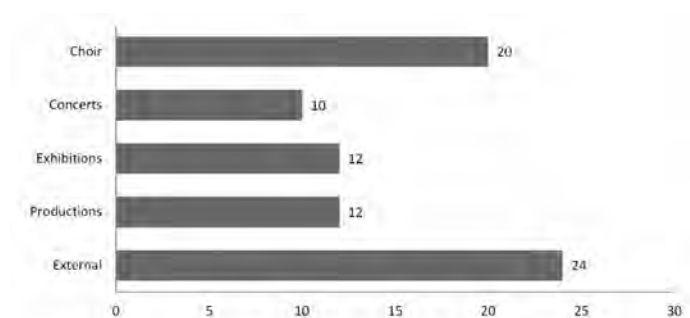
Twenty-two days were spent at National Career Exhibitions and 302 School Career Days were attended. In total 207 visits to Life Orientation Teachers and Principals were made in the year under review while 263 presentations were made to Grade 12 and 157 to Grade 11 learners. Student Marketers attended 13 parent evenings at the request of schools and 16 campus tours were initiated on request.

Individual guidance to over 120 learners was facilitated where an opportunity arose and there is still a significant demand for this service. Prospective students, who were uncertain about career choices, were referred to PsyCaD for career guidance on a regular basis.

All relevant materials, e.g. application forms, prospectus, posters, faculty brochures, marketing and promotional pamphlets, were supplied to schools. A total of 110 000 copies of the prospectus were distributed. Student Marketing also collaborated with PsyCaD in producing a career prospectus and a career menu which will be used in school marketing initiatives.

Members of the Executive Leadership Group and student ambassadors accompanied student marketers to 20 schools as a pilot project in 2012 and made presentations where possible while sponsorship support was offered to key feeder schools as in the past.

For the period under review UJ Arts and Culture hosted more than 78 events as reflected in the figure below.



**Figure 18: Events hosted by Arts and Culture**

Inter-campus teaching and learning activities in the form of rehearsals, workshops and master classes are not included as these are not public-facing. Of the activities represented, the majority were UJ Arts and Culture presentations (69%) with external lessees accounting for just under one third of activities.

Historically the UJ Arts and Culture Performing Arts Programme comprised only three student productions annually (one dance, one drama and one musical theatre work). A greatly expanded Performing Arts Programme for 2012 saw 12 productions being presented (without additional budget), offering more students, staff and alumni the opportunity to enrich their UJ experience.

The Con Cowan Theatre was refurbished and became a fully functional multipurpose venue in 2012. The year also saw the inaugural ACT/UJ Conference hosted at the University, a forum for the broad spectrum of the Arts

to come together to discuss matters of interest. The theme was “The Art of the Creative Economy” in May 2012; just days after the national debacle of the ‘Presidential Spear’ had broken, giving speakers plenty to say about freedom of expression and the rights of individuals to dignity on both sides of that debate.

The ACT/DALRO/Nedbank Scholarships’ Competition Showcase was also hosted at the UJ Arts Centre Theatre and two scholarships to study performing arts at an accredited tertiary academic institution, each worth R105 000, were awarded.

For the first time students from UJ made their appearance on the student programme at the National Festival of the Arts in Grahamstown with two works, *Alice Who?* and *SA Shorts*, a series of six ten-minute plays.

In the visual arts, the UJ Art Gallery presented 11 exhibitions, as planned for 2012, reflecting on various aspects of the current social construct, hosted 12 walkabouts and lectures and was involved in the presentation of eight publications (a record for the gallery). A total of 305 individual artists showcased 652 artworks to the value of R18 million.

An annual inventory of the UJ Art Collection is compiled and this collection, comprising 1 509 works, is currently valued at R39 701 696. An ongoing process of reframing and restoration forms part of the conservation of the collection.

The Gallery furthermore enjoyed a prominent public profile through continued marketing efforts resulting in publicity to an estimated advertising value (EVA) of R3.8 million, as reflected by Gate 5 media monitoring service.

The internationally renowned UJ Choir held 20 concerts in 2012. In addition, ten professional concerts with a mix of jazz (curated by Meryl van Noie) and classical music (curated by Renette Bouwer and Richard Cock) were presented over the year. The jazz concert series has done particularly well, outselling the classical music concerts. The music programme for 2012 also included drumming on the Doornfontein Campus and the Unijoh Chorale on the Soweto Campus.

Income generated by UJ Arts and Culture in 2012 was over 100% above target at R1 009 389 (target: R500 000) and estimated advertising value of media coverage of the Department’s activities, according to Gate 5 reports, was R14 300 000 (target: departmental budget of R9 251 526). A total of 100 076 people attended performances or exhibitions at UJ in 2012.

## **RESOURCE MANAGEMENT**

### **Human Resource Management**

The Division had 60 permanent posts at year end. There were four resignations during 2012 – two black females and two black males. Seven new appointments were made during the year, all from designated groups. The Division had four vacant posts at year end and no permanent contract posts. Of the four vacant posts, three had been filled in January 2013 and one is still vacant. Three positions in the Strategic Communication Department: Web Coordinator, Photographer and Administrative Assistant became vacant during 2012 due to dismissal after disciplinary action was taken. The demographic breakdown of staff at the end of 2012 was as follows: black female 25, white female 13, black male 10 and white male 8.

The total staff equity profile within Advancement at year end was 63.4% against a University-wide target of 60%. The gender breakdown of the Division is 30.7% male and 69.2% female.

### **Staff Development Programme**

During 2012, 37 staff members went on training and development relevant to their department/job portfolio.

## **ENVIRONMENTAL SUSTAINABILITY**

Advancement staff, through the heads of sections, have been sensitised to the need to promote environmental sustainability and there has been a commendable effort on the part of all staff to use energy sparingly wherever possible.

## **STAKEHOLDER ENGAGEMENT**

Stakeholders for Brand and Marketing are both internal and external. Internally Advancement has close ties with the faculties and support divisions via the Marketing Committee and works closely with a variety of individuals and departments in the arrangement of events and preparation of marketing campaigns, for example, the MEC, ELG, Security, the Graphics Studio, Operations and Finance. Divisional staff engage with the wider public via marketing campaigns and events on a regular basis.

These stakeholders include mature markets, such as parents and guardians, fee-payers, employers and postgraduates, and undergraduate markets. Brand and Marketing also works closely with a variety of creatives, marketing agencies and collateral suppliers.

From a media cultivation perspective, UJ has built a sound relationship with the Independent Group, science, health and education journalists and international journalists based in South Africa. Eight media networking sessions were hosted during the year, with the likes of the Independent Group, Avusa (now Times Media), the Sowetan and Media 24. In addition, several UJ ELG members received comprehensive media training, facilitated by Strategic Communication.

Strategic Communication also manages issues and crisis communication when incidents reach the public domain. 2012 saw issues related to student protest, crime, and extreme queuing (the stampede) during the late applications window.

Internally the Department initiated a desk-top communications solution (D6 Communicator) whereby staff receive only the news they select. This was done to encourage participation in internal initiatives and engagement with other faculties and support units.

A leadership engagement strategy, as well as a student communication campaign, was conceptualised and executed to encourage reciprocal communication between the leadership, staff and students of UJ.

The Doornfontein Campus is used as a Grade 12 exam marking centre and Student Marketing uses this as a further marketing opportunity, by giving promotional items to the teachers.

The Life Orientation Teacher is an important source of marketing and access to the learners in schools. During the year under review Student Marketing hosted a successful Educators Conference on 25 April.

The Development Office aims to initiate and cement relationships with key funding organisations and companies both in the private and public sectors. Staff from Development regard themselves as ambassadors of the University, selling the University's achievements in aid of funding support which commissions and maintains projects which often impact on civil society.

The Strategic Partnerships Department signed seven agreements in 2012 with:

- I Can Foundation;
- Nuclear Energy Corporation South Africa (NECSA);
- Helen Joseph Hospital;
- Charlotte Maxeke Hospital;
- Chris Hani Baragwanath Academic Hospital;
- Brixton Women's Project;
- City of Johannesburg.

Twelve collaborations without formal signed agreements were also initiated during the course of the year.

## **LEADERSHIP FOOTPRINT**

The Advancement Division at UJ has group membership of CASE, MACE and the International Association of Business Communicators (IABC).

Kerry Swift (Executive Director) and Lesmarie Bentley-Steyn (Senior Manager: Brand and Marketing) are both members of the Chief Marketing Officer Council, a global marketing body based in California. Mr Swift is also



the Conveyner of Judges for the All-Africa Siemens Science and Technology Journalism Awards and is an external examiner for Rhodes University's Department of Journalism and Media Studies.

Charmaine du Plessis (Senior Manager: Strategic Communication) is the sitting President of MACE and a board member of the Council for Communication Management (CCM). Additionally she is a member of the International Visitor Leadership Programme Alumni (IVLP Alumni) in the United States.

Rudy Petersen (Senior Manager: Student Marketing) served as Institutional Forum member on behalf of NEHAWU during the year under review.

Ashraf Johaardien (Head of Arts and Culture) was honoured with a Legends Award for his contribution to the arts as a playwright, actor, producer and arts manager. The award coincided with his first anniversary month as Head of UJ Arts and Culture. The Legends Awards are presented by the creators of the Artes and honour individuals who have made a difference in the arts.

Arts and Culture staff serving on external boards or committees in 2012 included Renette Bouwer (Senior Choirmaster), who served on the ATKV Composition Competition Advisory Committee, Grace Meadows (Manager: Performing Arts), who served on the Drama For Life Academic Committee and Annali Dempsey (Curator: UJ Art Gallery), who served on the Rendezvous Art Project Committee.

## CONCLUSION AND WAY FORWARD

Overall the Division performed well during 2012. Most targets were met or exceeded. Staff were generally settled to their tasks and further training was provided in a number of specialist areas.

We were particularly pleased that the Division was selected as a Kresge Foundation grantee. This will generate a well-defined Development/Alumni plan, build capacity in the Division and advance skill sets. Over the five-year grant this is expected to translate into greater fundraising revenue for UJ.

Advancement has six key focus areas outside of its multiple day-to-day activities for 2013.

**Reposition the UJ brand:** this repositioning will begin in 2013 and will be completed by the end of 2015, i.e. a three-year transition to reflect "quality" and "stature". Planning began in the fourth quarter of 2012 and an Executive Leadership Group Task Team, chaired by the Vice-Chancellor, has been established to steward the transition. Phase One repositioning will begin in the second quarter of 2012 and continue throughout the year.

**Proactive communications:** Strategic Communication will become more proactive in promoting the University in the public space. Engagements with the deans and faculty marketers in this regard will commence in the first quarter of 2013 and feature stories are to be generated from these engagements using external and internal writers while Strategic Communication staff will be trained in feature writing techniques throughout the year.

**Partial restructuring:** 2013 will see the partial restructuring of Student Marketing so that it falls under Marketing and Brand, and a closer structural relationship between Development and Alumni (in terms of Kresge recommendations for best practice). The former restructuring will occur in the first semester of 2013 while the latter will require MEC approval based on Kresge best-practice recommendations being adopted by the University.

**Alumni Affairs:** Alumni efforts will become more focused on Development and there will be a significant increase in the participation rates of UJ alumni. A target of 5 000 engaged alumni has been set for 2013, while paying membership to participate in the Alumni Network will be phased out during the year so that all UJ alumni can join the network.

**Fundraising:** fundraising for the DFC Redevelopment Project will continue throughout 2013. The floor target of R20 million is in place with a ceiling of R50 million for this project.

**Kresge milestones:** Advancement is committed to develop and meet 2013 milestones for the Kresge Challenge Grant. Milestones for Advancement have to be finalised in the first quarter of the year and the second tranche of Kresge funding will be dependent on the Division meeting the milestone targets by year end.

The current Executive Director of the Division, Mr Kerry Swift, is leaving UJ at the end of November 2013. His successor is due to be appointed by 1 October.

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

**Kerry Swift (Mr)**

Executive Director: Advancement

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

**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal

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# INFORMATION COMMUNICATION SYSTEMS

## OVERVIEW AND OPERATING CONTEXT

The Information Communication Systems (ICS) Division is the central Information Technology Services division of the University of Johannesburg tasked with planning, implementation and support of core IT systems within the University. ICS is driven by a vision to be an IT services provider of choice for all of UJ's communities and a credible partner in the delivery of the University's strategic goals.

Embedded in ICS's vision is a mission to make sound IT investment decisions that are aligned to the University's strategic direction, provide leadership in the effective and efficient use of IT within UJ, ensure a reliable and secure IT service across all UJ's campuses while maintaining a motivated and highly skilled workforce that is able to address UJ's current and future IT needs.

The ICS Division consists of the following portfolios: Technology Architecture and Planning, Solutions Delivery, Enterprise Systems Management, IT Operations and Infrastructure Support, Network and Telephony, IT Service Delivery, Information Security and IT-Portfolio Management.

### **Technology Architecture and Planning**

Technology Architecture and Planning involves the design and maintenance of UJ's long-term IT roadmap. This also includes consulting with university communities to recommend fit-for-purpose IT solutions, piloting new technology innovations and project managing the deployment of such solutions.

### **Solutions Delivery**

Solutions Delivery involves the development and integration of new IT software applications and the enhancement of existing IT solutions. This also includes the development of solutions that run on the latest mobile devices such as iPads, Android and Blackberry.

### **Enterprise Systems Management**

Enterprise Systems Management deploys and maintains UJ's enterprise core IT systems namely: Oracle eBusiness Suite, the ITS Student Information System and the Higher Education Data Analyser (HEDA) Information Management System. These systems provide core operational functionality such as HR, Finance, Procurement, Payroll and Student Information Management.

### **IT Operations and Infrastructure**

IT Operations and Infrastructure supports and maintains UJ's vast Microsoft Windows server infrastructure and also provides collaboration services through the MS Exchange email system and the SharePoint web-based repository. This also involves securing, backing up and restoring these systems as prescribed in ICS's standard operating procedures.

## **Network and Telephony**

Network and Telephony services maintain the IT network backbone that criss-crosses across UJ's four campuses, providing seamless connectivity to every inhabitant of the University. This also involves the provision of Wi-Fi connectivity to the libraries, lecture venues, student residences and selected open areas of the University. Network and Telephony is also responsible for managing the Telephone Management System which routes in excess of 1.2 million calls per month.

## **IT Service Delivery**

IT Service Delivery has four service arms, namely: the Help Desk, Desktop Support, Computer Labs and the Audio Visual Unit. The Help Desk provides the interface and a single point of contact between ICS and the rest of its users. Desktop Support is tasked with supporting and maintaining user laptop and desktop systems. Computer Labs provide desktop support for student computing. The Audio Visual Unit installs and services teaching aids such as overhead projectors, motorised screens and lecturer microphones

## **Information Security**

Information Security mitigates risks involved in using IT by raising awareness on IT-related risks, defining relevant policies to secure information assets, conducting assurance on the adoption of such policies and responding to audit findings that relate to information security.

## **IT Portfolio Management**

IT Portfolio Management handles all ICS administrative tasks on behalf of the Executive Director. This includes the management of software licences, provision of secretarial services and managing the ICS asset register.

## **FOCUS AND TARGETS**

Three strategic goals are applicable to the ICS portfolio, namely: sustained excellence in service delivery, equivalence of all campuses and resources that enable UJ's fitness for purpose.

To position itself to deliver on the above strategic thrusts, ICS developed and adopted a new organisational structure based on best practice IT principles. Management job descriptions and key performance areas were revised and performance contracts modified to align with the new organisation structure.

## **PERFORMANCE**

The following are key achievements attained through the refocusing of ICS into a service-oriented division:

### **Technology Architecture and Planning**

The network architecture was simplified to allow for quick troubleshooting and ease of maintenance. This has increased network availability to 99%.

EduRoam was implemented, allowing UJ personnel free and seamless Wi-Fi access when visiting participating universities in South Africa.

### **Solutions Delivery**

The introduction of a business analyst role has allowed for proper analysis and capturing of user requirements enabling delivery of fit-for-purpose systems. The UJ MobiSite, built in collaboration with an external vendor (ITS), has greatly simplified the handling of online applications, making UJ a first in this regard. The Marks Administration System (MAMS) was delivered to the delight of the academic community

### **Enterprise Systems**

The 98% systems availability target was exceeded on all core systems (Oracle, ITS and HEDA), making interruptions due to system unavailability non-existent.

The newly updated Oracle Release 12 system went live in October with added functionality, improved performance and advanced security features.

## **Network and Telephony**

To achieve equivalence, access to resources must be provided equally to all four campuses. To address a network connectivity problem that had been prevalent at the Soweto Campus for a long time because of an unreliable connection going via Baragwanath Hospital, a bypass was commissioned which has returned the stability of the Soweto Campus connection to 100%. The greatest success for 2012 has, however, been the rollout of Wi-Fi covering all four libraries, 26% of all lecture venues, communal areas in all student residences and selected open areas in all campuses. Wi-Fi rollout has enabled UJ's ubiquitous connectivity strategy and established a foundation for the implementation of e-learning services. The availability of Wi-Fi connectivity also implies less congestion at the computer labs as students are now able to connect their Wi-Fi enabled devices from the many hotspot areas across UJ.

The extension of the Telephone Management System allowing the call centre to move from 8 seats to 50 seats and the implementation of PC-based phones contributed immensely to the success of the adopted no walk-ins strategy.

## **IT Operations and Infrastructure**

100% availability was achieved for all collaboration systems (Email, Calendar, SharePoint), exceeding the 98% target. A virus-free target was maintained on all critical systems. Response times to user issues were excellent.

## **IT Service Delivery**

Weekly service review meetings were introduced to assess IT service delivery performance and to take immediate corrective actions where required. These are chaired by the Service Delivery Manager and involve all ICS departmental heads.

A maximum of two-hour response time was achieved on all logged calls.

Incidents not fully resolved and carried over have been managed down to an average of one a day for each of the four campuses, resulting in improved user perceptions. Student computer labs have met the 98% availability targets.

The transition of the printing service to Konica Minolta was well managed with limited disruption.

## **Information Security**

A Change Advisory Board was introduced to manage all system changes going into the production environment; this resulted in a disciplined approach to system changes and an improvement in system stability. Disaster recovery processes were adopted and successfully tested for all critical systems. An email-archiving solution was implemented which allows for a five-year retention history of all UJ emails. A desktop archival solution was implemented which allows for automated backup of selected desktop/laptop files. Processes implemented have ensured a secure IT operating environment with 0% loss of critical data.

## **Financial Management**

ICS has stayed well within its budget while achieving a major organisational restructuring which involved the addition of senior posts utilising internal budget and not requiring additional funding for this exercise.

The allocated Capital Expenditure budget was fully utilised with 99% of projects implemented within budget and on time. The operational budget was not exceeded.

## **POLICY FRAMEWORK AND GOVERNANCE**

### **Policy and Legal Framework**

The following policies and regulations are relevant to the ICS environment:

- Policy on Purchasing and Replacement of Computing Equipment
- E-communication Policy
- E-evidence Policy
- Email Legal Notice
- Information Security Policy
- Protection of Personal Information Act (POPI)
- Promotion of Access to Information Act (PAIA)

### **Governance**

Chapter Five of the King III Code of Good Governance requires that the University of Johannesburg put in place an IT Governance Framework to address key management controls. A project has been undertaken to establish such a framework and to align ICS's controls and practices with this framework. A draft IT Governance framework has been developed and is now going through a review process before adoption. The new ICS organisational structure has been aligned to the COBIT 5 IT Governance Principles of plan, build, operate, manage and evaluate, with each pillar having specific controls and measurable deliverables. Principles of the Information Technology Infrastructure Library (ITIL) have also been incorporated into ICS's management and control practices, resulting in the achievement of a stable and secure IT environment.

## **RISKS AND MANAGEMENT OF RISKS**

ICT is an enabler of many of the University's core processes. It is therefore imperative that risk management be an important part of ICS's operations.

### **Data centres**

Following an extensive audit in 2011, the following risks mitigation measures were implemented within all the ICS data centres: access control with electronic logging, clean power with battery/generator backup, adequate cooling and a fire suppression system that is tested regularly. ICS's Information Security Department conducts regular independent data centre control reviews to ensure compliance. ICS continues to encourage all divisions and faculties of the University to move their IT systems to ICS's more secure data centres.

### **Application of software patches**

An audit report tagged some of the IT systems as not reflecting the latest software patches. This is because ICS only applies patches that are approved by the software vendor concerned. The recommended software patches were referred to the vendors concerned (Blackboard, ITS) for approval and will be applied in due course. A patch management process has been defined which will proactively deal with such issues.

### **Change management**

Changing and configuring of systems was tagged as inadequate on the e-learning environment (Edulink). A change management process used within ICS has been made available for implementation by the Academic Development and Support Division. ICS will continue to mentor and support this Division to ensure successful implementation and maturing of their change management processes.

### **Review of activity logs**

Review of super user activity logs was tagged as inadequate on the Unix systems. An audit log review process is being implemented where all changes made by the Unix super user are matched to the records of the Change Advisory Board to verify change authorisation. The logs will also be filed for future reference.

## **Inability to recover critical systems**

While ICS's disaster recovery processes are functioning well and are being tested regularly, an audit concern was expressed regarding the lack of a University-wide business continuity plan. This issue has been taken up with the Chief Risk Officer and a project is in the process of being initiated from his Office to address this audit finding. ICS will be a participant in this project.

## **Password complexity**

Passwords were tagged as either simple enough to be guessed or were set not to expire on certain systems. The recommended changes have since been implemented to strengthen all system passwords.

## **System vulnerabilities**

Database and SQL injection vulnerabilities were identified on supporting systems. These vulnerabilities have all either been closed per audit recommendation or the offending system has been switched off as it was used as a test system.

## **Audit and Risk Log**

The Information Security Manager maintains the Audit and Risk Log and constantly follows up to ensure that highlighted actions are carried out. A Risk Review Committee comprised of ICS senior management sits on a monthly basis to review the IT Risk Log and to follow up on risk mitigations and audit actions.

## **Filling of critical vacancies**

ICS was able to attract good talent and fill most of its critical vacancies. Of note is the appointment of Enterprise Systems Manager, IT Portfolio Manager and Business Analyst. A process has started to fill the Technology Planning and Architecture and Solution Delivery management positions.

Retention continues to be a challenge as employees are lured by better salaries but ICS believes that the environment it is offering of excellence, growth and development will be one of its main attractions.

## **CONCLUSION**

ICS has continued to deliver valuable IT services in 2012. This is confirmed by the admirable support it continues to receive from its stakeholders. Stability of the IT environment and service excellence is now the expected standard. Innovation and strategic consulting to see IT adding value to the core business of teaching, learning and research are now the new targets.

## **TARGETS AND WAY FORWARD**

As part of its refocusing, ICS adopted a five-pillar ICT strategy (The Digital Campus) with the following goals:

- guaranteeing a fast, reliable and secure data network;
- providing ubiquitous connectivity to the community;
- facilitating virtual student engagement;
- proving a searchable online institutional repository;
- delivering IT service excellence.

The Division is on a journey towards the realisation of the above goals. Wi-Fi rollout to the lecture venues has set the scene for a great mobile learning revolution in the UJ teaching and learning arena. ICS is working with internal and external stakeholders towards the introduction of technology-assisted learning. Key to this initiative is extending connectivity to outside the borders of the University, making it easy for students to acquire mobile devices, prescribing paid and open source e-textbooks and integrating open online courseware (Moocs) and social media as part of a blended learning experience.

A mobile systems development capability is required to support the above endeavours. ICS is therefore investing in people and skills to build this capability.

ICS continues to invest in ways and means of making the work environment a fun place to be with the aim of retaining current talent and attracting skilled newcomers.

A handwritten signature in black ink, appearing to be 'AS' with a stylized flourish.

**Andile Swartbooi (Mr)**

Executive Director: Information Communication Systems

A handwritten signature in black ink, appearing to be 'D. Van Der Merwe' with a stylized flourish.

**Derek Van Der Merwe (Prof.)**

Deputy Vice-Chancellor: Strategic Services



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# INSTITUTIONAL PLANNING, EVALUATION AND MONITORING

## OVERVIEW

The Vice-Chancellor and Principal is accountable for strategic planning in accordance with the decisions approved by Council following the annual Strategy Review Workshop in November of each year. On the basis of a decision made by the MEC, the Division for Institutional Planning, Evaluation and Monitoring (DIPEM) was formed at the start of 2012 and comprises elements of the old Division for Institutional Planning and Quality Promotion (DIPQP) and the Division for Academic Planning and Policy Implementation. The new Division, managed by Trish Gibbon and reporting to the Deputy Vice-Chancellor: Academic, consists of three units: the Unit for Academic Planning (UAP), the Institutional Research and Planning Unit (IRPU) and the Unit for Data Governance (UDG). The main functions of the Division for Institutional Planning, Evaluation and Monitoring are to provide the research and support for the strategic and institutional planning processes of the University, and the guidance and support needed for academic planning.

## POLICY FRAMEWORK

The Division operates within the general policy directives of the Department of Higher Education and Training (DHET), and complies with the requirements of the Higher Education Quality Committee (HEQC) and the South African Qualifications Authority (SAQA) in relation to the offering of academic programmes.

## STRATEGIC THRUSTS AND TARGETS

A primary strategic objective of the Division is to use data provision, planning and monitoring initiatives to ensure the achievement of the goals identified in UJ's Strategic Thrusts. This is done by conducting surveys, providing research reports on key issues identified for further investigation by members of the MEC and ELG, and analysing of enrolment trends.

In the area of academic planning, a key objective is to ensure the maintenance of an appropriate academic profile for the institution and the sustainability of its academic project in relation to the institution's physical and human resources. This is achieved by guiding programme development in the faculties and aligning all UJ programmes with the Higher Education Qualifications Framework which will result in a new PQM for the University. Secondly, the Division drafts the annual internal enrolment plan in consultation with the faculties, and the medium-term enrolment plan in consultation with DHET. A further objective is to provide informed responses to draft policy emanating from the Ministry or other external regulatory bodies.

In relation to data management and governance, a critical objective is ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains. A second objective is to maintain and continuously improve the Higher Education Data Analyser System in relation to user needs by introducing new modules and functionalities to enhance its capability.

## **PERFORMANCE**

The performance of the three units is reflected below.

### **Unit for Academic Planning (UAP)**

The activities of UAP are intended to serve the whole academic community of the University in matters of academic planning and the implementation of policy. The UAP is responsible for:

- academic policy development and implementation;
- monitoring and evaluating the effectiveness of policies and strategies;
- programme and curriculum development;
- enrolment planning and management;
- faculty governance in academic matters, including the development of differentiated performance indicators;
- specific projects such as those related to the University's key strategic thrusts;
- liaison with professional bodies, higher education associations and the Department of Higher Education and Training on academic policy and planning matters;
- liaison with international higher education associations, institutions and donor agencies with a view to promoting academic linkages and partnerships.

#### ***Academic Policy***

The Director coordinated the University's response to a number of draft policy documents that were circulated to all universities for comment. These included:

- the Framework for Qualification Standards in Higher Education (CHE);
- NQF sub-frameworks (DHET);
- the Green Paper for Post-School Education and Training (DHET);
- proposals for increasing graduate output in scarce skills areas (DHET).

#### ***Programme and Curriculum Development (PCD)***

In the area of Curriculum and Programme Development the Unit provided support to faculties by means of individual and group consultations and workshops. These were mainly to advise faculty staff on compliance with the Higher Education Regulatory Framework, the development of new programmes and the related internal and external approval procedures.

The Unit was also responsible for the quarterly PWG and PWG Executive (PWGE) meetings. The PWG reviewed all new subsidised and CPDP applications before their submission to Senex and Senate. All PWG meetings were chaired by the Senior Director of DIPEM. The chair, the two PCD staff members and co-opted faculty representative(s) as members of the PWG formed the Executive of the PWG.

Members of the Unit were also involved as panel members in programme reviews in collaboration with faculties and the UQP, served on faculty academic committees when needed and facilitated programme-related discussions/meetings with other internal and external support units.

The Unit also attended and was involved in internal and external programme-related conferences, forums and workshops e.g. the UJ Quality Forum and HEMIS.

#### ***Revision of Academic Programme Policy***

The Revision of Academic Programme Policy could not be completed because the revised Higher Education Qualifications Framework was only approved by the Minister in January 2013. The Continuing and Professional

Development Programme Policy was also not addressed because the Quality Framework for non-subsidised programmes was in a consultation phase for the whole of 2012.

### ***Programme and Curriculum Development***

#### *Programme Manuals*

The programme manual for subsidised programmes was revised and updated. The manual for SLPs was also updated but it still has interim status seeing that the Quality Framework for non-subsidised programmes has not yet been approved.

#### *HEQF Alignment*

In terms of the HEQF alignment process, the PCD was involved in the following activities:

- completion and resubmission of Category A programme corrections;
- the attendance and conducting of meetings and information sessions regarding Category B programmes;
- support to faculties with the alignment of their Category B programmes for approval and submission in 2013;
- organising and serving on the Category B Review Committee meetings.

#### *Support*

The Unit assisted faculties, departments and individuals with the development and approval of new subsidised and CPD academic programmes and with the amendment of existing academic programmes. A total of 71 (individual and group) ad hoc and structured consultations on programme and curriculum development took place. The Unit was also involved in ad hoc requests to evaluate learning guides.

#### *PWG*

The Unit assisted with the development of eight subsidised submissions (DHET and HEQC applications) and 38 short earning programmes before their submission to the PWG. These programmes were also reviewed for the PWG meeting and were approved.

#### *Amendments and tracking*

The Unit initiated discussion and sharing sessions with other institutions to develop a system for the tracking of new programmes and amendments to existing programmes. By the end of 2012 a number of possibilities were considered and earmarked for finalisation and implementation in 2013.

### ***Additional support and collaboration in UJ***

The CPD unit collaborated on a regular basis with the UJ UQP. Other collaborations were more on an ad hoc basis and included the Centre for Professional Academic Staff Development (CPASD), Academic Administration, Human Resources and the FAC of the Faculty of Management.

### ***Individual value added***

The Unit is required to regularly liaise with higher education bodies (SAQA, CHE and DHET) and was inter alia represented on the Category A Working Group. It also communicated on a regular basis with colleagues at other South African universities on aspects of common interest, such as HEQF programme development interpretations, policy issues, etc.

#### *Enrolment Planning and Management*

The UAP is responsible for monitoring registration against approved targets, developing the annual enrolment plan for the following year, and developing the medium-term enrolment plan agreed to with the Department of Higher Education and Training. Senate-approved faculty targets for 2012 were disaggregated to the level of individual programmes and loaded onto the HEDA cubes used to monitor actual registrations against planned targets at the beginning of the year.

#### *Performance in relation to targets*

- Overall University enrolment targets for 2012 were met 100%.

- The faculties of Education, Humanities and Management were under-enrolled by 4 to 5%.
- Targets for qualification types were met within 1%.
- Classification of Educational Subject Matter (CESM) category targets were met within 2%.
- The Enrolment and Progress Report 2011 was compiled.
- EP 2013 was completed after several iterations and approved by Senate in November.
- Additional capabilities were added to the enrolment planning tool and monitoring cube.
- Discussions began in relation to 2020 scenarios in preparation for the next cycle of enrolment planning (2014 to 2019) with DHET.

## **The Institutional Research and Planning Unit (IRPU)**

The IRPU is responsible for supporting institutional and strategic planning and decision making through institutional research-related actions. This comprises four basic activities, namely the collecting of data about the performance of UJ; the collecting of data about the environment of UJ; analysing and interpreting this collected data and transforming these analyses into information that can be used to support institutional and strategic planning, the setting of institutional policies and the making of academic and management decisions.

### ***Performance in relation to targets***

#### *Surveys*

The IRPU successfully conducted and wrote the report for the Institutional Culture Survey during 2013. Stemming from the results of this institution-wide survey, a number of faculty/division-specific requests for further analyses were received and addressed. The survey on Supervision and Authorship/Co-Authorship: Publication of Research Outputs of Postgraduate Students was also initiated and completed during 2012 and the results were presented to the Senate Higher Degrees Committee. The processes of planning the biennial survey projects on the Undergraduate Student Satisfaction Survey, the Postgraduate Student Satisfaction Survey and the UJ Student Employability Survey was done during 2012. These surveys will be conducted during 2013.

#### *Data collection and analysis*

- Grade 11 research project was completed.
- White student enrolment trends were completed and presented to ELG.
- The Student to Staff Ratios Project was taken as far as possible in the absence of accurate data from HR. Assistance was given to HR to align data with HEMIS, which is ongoing. The project is continuing for reporting in July/August 2013.
- The diploma cohort analysis was completed and the tools made available to faculties to conduct their own analyses.

#### *Research support/consultation*

The IRPU was also active in guiding several researchers (both from UJ and outside of UJ) on other types of surveys and approving requests to conduct surveys at UJ using UJ staff and/or students as research subjects. More than 30 requests were received from 'outsiders' who had to be scrutinised to ensure that they fulfilled all aspects of being ethical and scientific in nature. The development of research instruments/questionnaires to be used in surveys was also part of the IRPU's activities during 2012.

## **The Unit for Data Governance (UDG)**

The UDG, in relation to data management and governance, is mainly responsible for ensuring data integrity and quality, and the consistent use of data categories and definitions across different domains. A second objective is to maintain and continuously enhance the Higher Education Data Analyser System in relation to user needs by introducing new modules and functionalities to enhance its reporting and related capabilities. The Unit is also expected to liaise regularly with higher education bodies and to attend and participate in professional development forums and related user group forums. The UDG also collaborated with a number of higher education institutions in order to inform best practice.

### **Performance against targets**

#### *HEDA system maintenance and enhancements*

During 2012 the proposed cohort analysis reports presented to ELG were developed and accommodated on HEDA. A primary focus was to be able to adopt standard reporting methodologies which will allow benchmarking across institutions using HEDA without compromising the reporting needs that exist internally with each institution.

The UDG, in its supporting role with regard to the HEDA system, played a pivotal role in the 2012 developments on the Application and Enquiry System (ARS), as well as the Mobi Site.

### **Enrolment planning system maintenance, enhancements and reporting**

Continued reporting enhancements related to enrolment planning and monitoring were made, such as dashboard indicators showing enrolment monitoring reporting per qualification type grouping and the differentiation to show PG Honours separately.

### **Ad hoc information provisioning to internal and external stakeholders**

The UDG provides inputs to the Senate Teaching and Learning Committee, Senate, Council, HODs, ELG members or advisers to the ELG and MEC members. The UDG provides information externally in accordance with the Promotion of Access to Information Act (PAIA).

### **Data management**

The UDG reported on and monitored data quality issues. In this sense a close collaboration exists between the Director of Central Administration and the relevant faculty staff responsible for student data.

The 2012 audit by Deloitte and Touche resulted in a favourable report which showed that processes and procedures in the HEDA environment are efficient and sufficient.

### **Ad hoc projects**

The peer data sharing project is an agreement among a number of institutions, whereby, on an annual basis, the HEMIS datasets provided by DHET are uploaded on a central reporting repository by the IDSC. The UDG is responsible for collaborating with the Director: HEMIS of DHET in providing the data sets. The UDG was also involved in the student to staff ratio research and proposed a number of solutions to HRIS and ICS to enable more accurate and complete data. This project needs to be completed by June 2013.

### **Risks and management of risks in UDG**

#### *Human resources*

The UDG consists of one permanent staff member. To this end knowledge transformation and business continuity are constrained.

### **Calculating “new” and “continuing” students**

Although every effort is made to highlight and communicate risks associated with detailed faculty planning, the 2013 cycle is proof that calculating the split between the enrolment planning categories “new” and “continuing” students is still a challenge for many faculties.

### **Mitigation**

Apart from the usual workshop mechanism to explain processes, procedures and terminology, a formal feedback session with each faculty will be instituted before the end of November of each year. Another action to mitigate this risk is to extend the information provided to faculties during the workshop to include tables generated by the planning model to show the initial provisional split between “new” and “continuing” for planned headcounts. This could then be further adjusted by faculties in relation to contextual factors.

### **Absence of formal data governance**

The absence of a formal data governance committee means that there is no uniformity of reporting protocols across the institution. The use of different data sources and definitional parameters results in the production of conflicting reports. For example, there is a data integrity risk in using Excel versions as the reporting source.

### **Mitigation**

A Risk Register related to data issues should be established and an avenue to report this at an institutional governance forum should be investigated. The risk of inappropriate use of reporting tools is being dealt with by the Training Officer and by online support available on the HEDA portal. However, there is an indication that training in accessing and using HEDA reports at HOD level is needed. This goes hand in hand with the need to establish an understanding of the use of data and data definitions. Given the staff capacity in UDG, this remains a challenge.

### **Code changing**

The risk for longitudinal reporting of changing code structures is a challenge in the absence of an institutional data warehouse initiative. This is also the case with the integration of various data sets into one reporting environment.

### **Financial management**

The UDG budget is incorporated into that of the Division of Institutional Planning and Monitoring (DIPeM) and is mainly driven by the institutional need for HEDA modules or enhancement to HEDA modules. Budget cuts in this respect will risk business continuity or will require a shift of budget costs to respective domains.

## **STAKEHOLDER ENGAGEMENT**

DIPeM provides inputs to the Senate Teaching and Learning Committee, Senate, Council, HODs, the ELG, MEC members or advisers to the ELG or MEC members on request (via the functions of the UDG).

DIPeM is represented on the following UJ committees:

- Executive Leadership Group (ELG)
- MEC Enrolment Planning Management Committee
- Senate Teaching and Learning Committee (STLC)
- Central Academic Administration Committee (CAA) and its governance committees
- Postgraduate Centre's Round Table Committee
- Division for Academic Support (ADS)
- The Office : Work-integrated Learning (WIL)
- Division for Internationalisation
- Division of Information and Communications Systems
- The University Research Committee
- The Quality Discussion Forum

## **LEADERSHIP FOOTPRINT**

### **Presentations at conferences**

DIPeM staff presented papers at the European Association for Institutional Research (EAIR) conference in Norway. The Director was commissioned to compile the HESA response to the DHET's Green Paper on Post School Education and Training and subsequently made a number of presentations to the HESA Board, the CHE and DHET and at the Southern African Association for Institutional Research's (SAAIR's) HEMIS Institute. A book on the national SANTED Programme was edited. A member of IRPU also presented a paper at the SAAIR Quality Institute in Pretoria. The Division was represented at the South African Association for Institutional Research Forum by two of its members, where one staff member acted as Chair of several sessions.

### **Executive committees and editorial boards**

The Head of IRPU is on the editorial board of the *South African Journal of Higher Education* and of *Acta Academica*. Two of DIPeM's staff members were part of the executive committee of the SAAIR for the term 2010 to 2012.

## National Expertise

At the end of 2012 the IRPU was approached by Umalusi to be part of a research team to pilot the predictive value of certain Grade 12 National Senior Certificate subjects (English as medium of teaching and learning, Mathematics and Physical Science) on first-year students' academic performance for the period 2009 to 2012. Umalusi intends to expand this research to all other public higher education institutions during 2013 with the pilot team acting as consultants for this research.

A CPD staff member sits on the Category A Working Group of the HEQC. A CPD staff member also initiated negotiations with internal support units and North-West University (NWU) and the Durban University of Technology regarding tracking systems of programme amendments.

A member of IRPU was once again appointed as international paper referee (for Africa) for the biennial European Association on Research, Learning and Instruction (EARLI) Conference in Munich during August 2013.

UDG participates in the annual HEDA user group meeting and is responsible for the annual HEDA contract roll-over and third party management. A UDG staff member is part of the Peer Data Sharing (PDS) Project and is responsible for collaboration with the Director: HEMIS at DHET in obtaining the HEMIS datasets on an annual basis and to ensure that the IDSC upload the data as per the agreement. The UDG has collaborated with a number of higher education institutions in order to benchmark and inform practice. A UDG staff member's proposals related to student cohort tracking were accepted at a HEDA user group at national level. The new indicators used in the cohort methodology were rolled out to all institutions using the HEDA tracking module in 2013.

## HUMAN RESOURCE MANAGEMENT

DIPEM succeeded in filling two vacant positions in IRPU late in 2012 (one black male and one white male), and advertised the positions of Head: Unit for Academic Planning and Academic Planner. An offer was made for the former position, but the applicant then received a counter-offer from his employer and declined. The advertisement for the latter position did not yield satisfactory applicants. Both positions will be re-advertised accompanied by a headhunting process.

## WAY FORWARD AND FOCUS

Monitoring the implementation of the strategic thrusts in all divisions and faculties will be pursued through the development and application of a suitable set of indicators, and secondly, by providing high quality data and research to assist the University in making strategic and planning decisions based on quantitative and qualitative evidence.

UDG is committed to improving and expanding dashboard-type representation of information with various foci i.e. faculty, department and reporting at institutional level.

For 2013 the UDG will investigate the suitability of the Performance Evaluation Module for computerised longitudinal tracking of progress on indicators. It is the focus in 2013 to upgrade the current EP process, which is mostly Excel-based, to a web-enabled version. The full web version will most probably only be available in the course of 2014 and would thus not be in time for the 2014 planning cycle.



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



**Angina Parekh (Prof.)**  
Deputy Vice-Chancellor: Academic

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# OPERATIONS

## OPERATING CONTEXT

### **Description of core business in Operations**

The vision of Operations is to be a high-performing, reliable, and dependable division that manages the development, maintenance and protection of infrastructure, buildings, installations and gardens in promoting UJ as a preferred academic institution to students and staff.

The mission of the Division is to deliver services to faculties, support departments, students and staff; to protect the University's property, staff and students; to maintain and clean buildings, infrastructure, installations, sports fields and gardens; and to upgrade and develop infrastructure in accordance with clients' needs, within budget constraints. The mission also includes the effective management of the University-owned property; ensuring a healthy and safe working environment for staff, students and stakeholders by complying with the Occupational Health and Safety (OHS) Act, its regulations and relevant standards; and fulfilling the transportation needs of staff and students.

The Operations Division comprises the following portfolios: Campus Management, Central Technical Services, Protection Services, Property Management Services, Occupational Safety, Transportation, Maintenance Management, Utility Management and Auxiliary Support Services.

### **Governance structures**

#### ***Campus Management***

Operations Forums for each campus were held regularly, where all stakeholders gave input on campus activities. The Division met often with the executive deans in order to ascertain their needs. SRC/Campus Director meetings, which examine student issues, were held often. People with Disability Forums were attended in order to understand and address the needs of those with disabilities. Wellness Committee meetings were held and problems were addressed timeously.

Senior management meetings and walk-about on campus were conducted, which resulted in on-the-job discussions and problem solving. Maintenance Helpdesk feedback mechanisms were introduced to improve the level of service delivery.

#### ***Occupational Safety***

Operations aimed to ensure a healthy and safe work environment by complying with the following: the OHS Act, the Occupational Safety Committee, Waste Management and Occupational Safety Policies, Emergency Planning and Evacuation, Reporting of Incident and Safe Construction Work, and the Occupational Safety Charter. Positions such as those of the Head Occupational Safety Coordinator, safety practitioners, and the Fire Marshall also ensured a healthy and safe work environment.

#### ***Property Management Services***

Property Management Services followed the Charter and Directive of the Planning and Resource Committee of Council, the UJ Finance Policy and Procedures, UJ Procurement policies and procedures, the National Heritage



and Resources Act 1999 (Act 25 of 1999), the UJ Statute and the Operations Strategic Plan for 2012. It functioned within the UJ Master Development Plan.

### ***Protection Services***

Protection Services served on the following committees of the University: the Executive Director: Operations Managers' Committee, the Protection Services Managers' Committee, the Ad Hoc Venue Bookings and Hiring Committee, the Registration Committee, the Graduation Committee, the UJ Open Day Committee, and the UJ Student Leaders' Security Advisory Committee. Protection Services was also a member of the RAG Monitoring Committee, the Campus Directors' Committee, the MEC Enrolment Committee, the PRC, and the MEC Risk Committee.

In addition, external liaison consisted of participation in community policing forums and meetings with the local SAPS, Against Crime Together (ACT), the City of Johannesburg Joint Operations Centre, the International Association of Campus Law Enforcement Administrators (IACLEA), and the Campus Protection Association of South Africa (Camprosa).

### ***Central Technical Services***

As with other departments in Operations, Central Technical Services is accountable to the Management Executive Committee (MEC) via the Executive Director: Operations and the DVC: Strategic Services, the framework of the Planning Resource Committee of Council, as well as other subcommittees of Council. Furthermore, a form of operational structure was followed through being part of the campus forums and other faculty heads of department meetings.

## **Quality management system**

### ***Campus Management***

The campus directors participated in forums such as the Senate Quality Committee and supported all quality-related committees. Other committees included the Student Services Council and various forums contributing to quality at UJ. Scheduled meetings with the deans were held to confirm that quality support was being rendered to UJ's core business.

Any work done was inspected by the client before invoices were paid. Depending on the size of the project, a certain percentage of the amount is retained by the University for at least three months.

### ***Occupational Safety***

The Occupational Safety Management System consists of the following 14 elements: policy management; legal appointments; safety meetings; safety training; safety audits; safety awareness; premises and housekeeping; mechanical, electrical and personal safeguarding; fire prevention and protection; waste management; incident management; safety inspections; statutory maintenance; and contractor safety. These elements, which consist of relevant questions, form part of the Safety Management System in order to determine the overall compliance rating.

### ***Central Technical Services***

Central Technical Services has a Project Progress Performance Monitoring System which records the variance between the initial project plan, and actual and projected progress. There is also a Service-level Performance Monitoring System which tracks the response and resolution of on-demand maintenance requests and the clients' satisfaction feedback.

Tender processes followed the correct procedures and were linked to correct corporate governance processes. Internal monitoring was provided by both DDP Quantity Surveyors and the Tender Office to ensure that the correct processes were followed.

### **Property Management Services**

Quality was tracked through regular meetings with clients and professional teams, feedback on recommendations, regular reports to clients and governance structures, risk assessments, and follow-up inspections and site visits.

### **Protection Services**

The centralised structure of Protection Services ensures uniform implementation of approved policies and procedures across all campuses. This promotes certainty among staff, students and visitors regarding the policies, procedures and rules applicable on UJ campuses. Staff and students have 24-hour access to Protection Services.

The effectiveness of the Division is measured against SAPS crime statistics and benchmarking. Protection Services' staff members are trained according to requirements set by the Private Security Industry Regulatory Authority and the Safety and Security SETA.

Monthly reports were submitted to MEC, MECO, Senate and Council. Crime awareness circulars were distributed regularly. Incident statistics were regularly analysed as these statistics may indicate trends and thus preventative or corrective action can be taken to mitigate risks.

Client feedback was an important source of information regarding quality of service. Complaints were dealt with speedily to prevent similar occurrences and congratulatory feedback was shared with the relevant staff.

## **RISK AND MANAGEMENT OF RISKS**

### **Institutional Risks**

The following institutional risks were identified and mitigation strategies have been put in place:

- DFC development, consolidation, Faculty of Health Science relocation and APK development, compliance with town planning regulations.
  - Steercom in place that manages the project in respect of DFC and APK; tender awarded for DFC project; rezoning application has been approved and the City of Johannesburg is to publish the notice approval; a schedule of compliance conditions to be met has been completed.
- Sufficient (APK and SWC) and appropriate, safe and functional learning and teaching spaces.
  - Relocation of the Faculty of Health Science to DFC by 2013; building of two large lecture venues on APK; Wi-Fi hot spots on all four campuses; D-Lab cellar (APK) converted to teaching spaces – in use July 2012.
- Events attended by more than 2 000 persons
  - UJ Events Safety and Security Committee established; UJ Event Safety Manager position approved by MEC; Event Safety and Security Plan considered and approved by MEC Risk Management Committee; Event and Safety Standard Operating Procedure approved by MEC.

### **Operations Risk Register**

The original 31 red risks have been managed down to 8. All remaining high-risk items have been catered for with mitigation strategies, coupled to a responsible person and due date for completion.

### **Campus Management**

Risk Registers were frequently interrogated in 2012 and corrective action was taken where required to mitigate risks. Regular safety committee meetings were held where the importance of staff interaction with all safety awareness programmes was advocated.

A large number of volunteers were trained as safety representatives and staff and students were encouraged to report safety breaches at various forums.

The identified risks were discussed with Protection Services for safety and crime awareness programmes in order to minimise these risks. Relations created with external stakeholders helped to address challenges and risks coming from outside the campus. Meetings with Occupational Safety and other structures also assisted in minimising risks.

## **Occupational Safety**

Monthly meetings were conducted within the Division where risks were identified and corrective actions put in place. Minutes of the safety meetings were distributed and feedback was given to the relevant departments. Safety practitioners also met with appointed health and safety representatives.

## **Protection Services**

In order to address the threat of crime on UJ premises, the Division adopted a Crime Prevention Strategy that is based on the optimal utilisation of human resources, electronic security equipment and systems, physical security measures and compliance with legislation, policies and procedures. During the year, crime prevention talks were held with students and staff.

All intruder alarms are monitored by Protection Services. The Division continuously analyses reported incidents in an effort to identify trends and threats to safety on campus. Preventative measures are then put in place to mitigate the risks. Early intervention is vital to prevent crime. In this regard it is not only Protection Services that is involved. Student Affairs, PsyCaD, residence managers, student leadership and even academic and non-academic staff who are in contact with the UJ community can play a role in the early identification of potential criminal behaviour.

## **Central Technical Services**

Risk assessment feedback reports were submitted to the Planning and Resources Committee for consideration, which gave directives for implementation.

The following risks, some of them multi-campus, have been recorded in the Operations Risk Register: inequality in facilities; insufficient space management system; increased electricity costs; load shedding and outages; non-compliance of fume cupboards, chemical storage cabinets and extraction systems; potential damage to ICS infrastructure due to environmental conditions out of specifications; insufficient and appropriate learning and teaching spaces; lack of space capacity in APK library; and backlog maintenance.

## **STRATEGIC THRUSTS AND TARGETS**

While remaining sensitive to the rest of UJ's strategic thrusts, the main focus was and will remain on the following thrusts: the sustained excellence of academic programmes, research and community engagement (Thrust One); the equivalence of all campuses, with dedicated initial focus on SWC and DFC (Thrust Three); and resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship (Thrust Eight).

These strategic thrusts are achieved through the planning and execution of all activities associated with the mission of Operations, which include Campus Management, Central Technical Services and Occupational Safety.

## **Campus Management**

In 2012, Operations aimed to support academics by ensuring a two-working-days response for queries with resolution where possible; to ensure positive first-year student experiences, first-year employee experiences, postgraduate programmes and research support; and to ensure the safety and security of staff, students, and visitors on all campuses.

Operations also aimed to implement a way-finding plan and improved signage; to maintain strategic partnerships with the city, region, and national and international organisations; and to focus on the DFC development.

## **Central Technical Services**

Operations aimed to focus on maintaining existing facilities through the Archibus Computerised Facilities Management System (CFMS), which was implemented for on-demand maintenance. Dedicated service desks were established and every call is traceable for reaction, resolution and client feedback.

Operations also targeted minimising the cost of operating and managing facilities, specifically focusing on electricity consumption as a major operating cost.

## **Occupational Safety**

The Division aimed to achieve a Health and Safety overall target compliance rate of 82% and waste recycling overall target of 6% in the Institutional Scorecard as two of the strategic drivers.

## **PERFORMANCE**

### **Campus Management**

The majority of targets were met. The restructuring of the management of APK and APB as one campus reached finality during November 2012. The DFC Library Archive Project was completed. A large number of lecture venues were upgraded. In residences, internal ablutions, geysers and flooring were upgraded or replaced. A major audit was undertaken by our internal audit team on People with Disabilities facilities, and funds were subsequently requested from DHET. Stand-by generators were commissioned and are functioning optimally. Various office accommodation requests were attended to, resulting in various office construction projects. A large portion of the project funding was spent on waterproofing and upgrading to electrical infrastructure.

### **Occupational Safety**

The overall compliance rate reached 82.4% in December 2012. The target was 82%.

Waste recycled increased from 188 tonnes (2011) to 288 tonnes (2012), representing a 53% increase. A waste recycle percentage of 8.1% was achieved compared to a target of 6%.

### **Protection Services**

An analysis of the South African Police Service statistics for 2011/2012 indicated that the crime levels in the immediate vicinity of the UJ campuses remain unacceptably high. This affects all students and staff travelling to and from campuses and especially students living off campus in private accommodation in the immediate vicinity of the campuses.

The total number of crimes reported across all campuses decreased from 769 in 2011 to 693 in 2012. The total arrests/apprehensions on all UJ campuses decreased slightly from 248 in 2011 to 242 in 2012. A Crime Prevention and Awareness Strategy has been put into place to address the incidents.

UJ campuses experienced no incidents of student protests during 2012 compared to six incidents in 2011.

Medical emergency responses on all UJ campuses increased from 161 in 2011 to 259 in 2012.

Visitors to all campuses increased from 491 967 in 2011 to 1 040 788 in 2012.

The following successes were achieved in 2012: improving the visibility and image of the Division, progressing with the implementation of the Five-year Crime Reduction Strategy, and executing the Crime Awareness Programme.

### **Central Technical Services**

A total of 89 capital and maintenance projects were completed, of which the following are the most notable: converting D-Lab Kelder into three lecture/exam venues, providing emergency power to all Edulink and C1 lab facilities, providing Edulink with UPS supply, installing new fume cupboards and extraction fans at various locations at APK and DFC, upgrading the A3 Data Centre, installing HVAC in FADA computer labs and completing the upgrade of the previously stripped and non-functional C1 Physics Lab.

Improved control over maintenance of data centre support infrastructure, fume cupboards and extraction systems, lifts and high-voltage reticulation has been achieved.

Operations' Service Level Performance Score has consistently improved since mid-2012 in comparison to a less stable performance in the first part of 2012. The implemented process and systems have become well accepted and entrenched, which is evidenced by the improved performance.

CTS implemented the Archibus central service desk and on-demand and preventative maintenance management in order to improve the management of requests and demonstrate responsiveness and client satisfaction performance.

A net energy saving for all four campuses of 6% on a year-on-year comparison was achieved, exceeding the Institutional Scorecard target of 5% according to the agreed method of calculation.

Operations was intimately involved in the planning for the upgrading of the Siyabuswa Campus to be ready for the 2013 academic year. From an infrastructure point of view, the Campus is operational.

## **Property Management Services**

A property audit of all UJ campuses was performed to establish the utilisation of all accommodation premises (houses, flats, rooms, etc.). These premises were reallocated as housing for staff of Residence and Student Life (residence managers and house wardens) and as office space.

## **Transport**

The inter-campus bus service was run without any single major incident throughout 2012.

However, it remained a huge challenge, with the demand for transportation (commuters) by far outstripping the supply of bus seats available. A fleet of 13 buses were made available, to serve in excess of 10 000 daily commuters, resulting in excessive queues and tension among individuals who have no alternative transportation to and from campus.

## **Management of vacancies**

Sixty-one vacant positions were filled. The vacancies are actively managed and discussed every two weeks at the Operations Management meeting that is also attended by the HR Business Partner. Appointments made exceeded the equity targets by far at middle- and senior-management level. Ninety-five per cent of all appointments in 2012 were from the designated group. Since January 2012, six appointments were made on P5 and P6 levels. All of them were from the designated group.

## **Finance**

Preliminary spending of the operational budget at the end of December 2012 indicates an overspend of 1.3%. This is partly due to the additional four buses that were added during the course of the year and a free bus service that resulted in no income from ticket sales.

## **STAKEHOLDER ENGAGEMENT**

### **Campus Management**

Close cooperation with the SABC, Netcare, Egoli Gas and Wits University was maintained to ensure a safer corridor between Kingsway and Bunting Road campuses, and areas immediately surrounding both campuses.

Regular risk analysis was conducted and there was closer cooperation with the Metro Police and SAPS Brixton to ensure a more frequent police presence around both campuses.

Regular meetings were held with the local ward councillor to improve municipal services. The local ward councillor's student housing forums were also attended in order to identify and minimise risks with regards to UJ students.

There is a partnership with the City of Johannesburg and the Ellis Park/Coca Cola Stadium management.

The Soweto Campus is involved in community-related projects under the Orlando Ekhaya Steering Committee. This Committee comprises the City of Johannesburg; the Johannesburg Property Company; ward councillors and various developers who are involved in projects around the Diepkloof, Orlando, Pimville, Motswaledi, and Power Park areas. All meetings of this committee are held at the Soweto Campus. The task of this committee is to monitor stakeholder involvement, security, planning and community involvement in these projects in the above-mentioned areas.

## **Protection Services**

Community engagement in the Protection Services domain involves participating in community crime-fighting forums, cooperating with and participating in law enforcement agencies' activities, making UJ's resources available to facilitate community safety and security projects and working with the local ward councillors to minimise any adverse impacts that University activities may have on the community.

Protection Services is also committed to be available at all times to receive comments and suggestions from the community and to timeously respond to such comments or suggestions, to assist the community during incidents of crime or in emergencies where possible, to launch crime-awareness and crime-prevention programmes and to promote community involvement in the fight against crime.

In addition, Protection Services is often in the position to assist members of the public, be it with medical assistance, crime prevention or assistance to victims of crime. Protection Services regard these opportunities as a social responsibility and will assist wherever possible.

## **Central Technical Services**

CTS's primary engagement with external stakeholders for 2012 related to the energy-management initiative. This included engaging with City Power to resolve billing discrepancies and improve relationships and initiating dialogue with the Eskom Demand Side Management Division to assess opportunities to fund energy-saving interventions. CTS also engaged with two UJ student groups, namely Climate Justice and Green Life Cycle, on UJ's future strategy and decisions regarding sustainable practices.

## **Property Management Services**

The Soweto Campus partnered with the City of Johannesburg on the conservation of the Enoch Sontonga Koppie, the Klipspruit Wetlands and the redevelopment of the Orlando Dam.

On the Auckland Park Kingsway Campus, UJ was represented on the BRT Community Liaison Forum and consulted with other community forums (ARHRRRA) regarding land-use applications and changes. UJ also engaged with the Melville Community Development Organisation and Ward Councillor.

On the Doornfontein Campus, UJ was represented on the Ellis Park Rejuvenation Project Forum, which serves as a vehicle to ensure that access to all sporting facilities in the area is made available to UJ students. Regular consultations with the Ward Councillor, Municipal Manager and entities regarding UJ's proposed development in the surrounding area, took place in 2012. In addition, there were regular meetings with the JRA, JDA and JPC with regards to current and future development projects by both the City of Johannesburg and UJ.

## **Occupational Safety**

The Occupational Safety Department met with external service providers such as the fire brigade, Egoli Gas, dumping sites and municipalities. The Occupational Safety Department also met with other Occupational Safety Departments at different universities.

## **LEADERSHIP FOOTPRINT**

The most material leadership footprint is the energy-management initiative and the establishment of the energy-management task team comprising varied stakeholders.

Due to the recycling programme initiated by the Occupational Safety Department, less waste was disposed of at the local dumping sites.

## **CONCLUSION AND WAY FORWARD**

In general, targets for 2012 were met. There is room for improvement regarding maintenance issues, where turnaround times were not always optimal. Project delivery was not always up to standard and contractors had to be supervised on a daily basis. There was improved control over electricity metering, consumption, demand and general management of energy. There was also a 6% year-on-year reduction in electricity consumed by the four campuses. Due to the recycling programme on all four campuses, 8.1% (288 tonnes) of general waste was recycled from 3 559 tonnes of waste generated. For maintenance management, a significant milestone was the functioning of on-demand maintenance management and quantifiable measures of response and client satisfaction performance.

Another significant milestone was the functioning of the Archibus Space Management Module. Every space on all campus and off-campus buildings was physically audited/verified and all the information was captured and updated into the space module. The crime numbers can be largely attributed to the high number of thefts of cell phones, laptops, computers, bags and wallets. To address crime, Protection Services adopted a new strategic plan. A redrafted Crime Prevention and Awareness Plan was implemented in 2012. The current occupational safety compliance rate is 82.4%, exceeding the target set for 2012 of 82%.

In 2013, the Operations Division plans to make a continued effort in strengthening team morale; setting clear, monthly performance goals and managing under performance; and developing competencies within the team to enhance service delivery. All approved human resources vacancies will continuously be filled whenever they occur. CTS will be properly capacitated, although staff may be a combination of permanent employees, consultants, temporary employees and contractors. A turn-around strategy of two working days will be set for responding to all academic requests for support. The Doornfontein Campus development will be one of the main focuses for 2013. Priority focus will also be maintained on the execution of the energy-management plan, specifically on immediate quick wins in energy reduction and the Communications Strategy. The energy-saving target for 2013 is 7% compared to the 2011 baseline. Primary focus will be maintained on the execution of the energy-management plan. The recycle-saving target of all general waste generated at UJ is 8%.

Management of water and gases will start to receive attention to establish status quo and develop a management approach. By the end of 2013, a detailed implementation plan to the same standard as that of energy management will be finalised.

The Archibus Preventive Maintenance Module will be fully functional in terms of completing remaining infrastructure and systems. All project and construction management procedures will be fully developed and executed repeatedly to defined standards. A detailed way-finding design will also be completed, subject to MEC terms. A HEMIS Report will be submitted on time and to quality standards. The Occupational Health and Safety compliance target for 2013 will remain at 82%.

An updated Campus Master Plan for the expansion and development of all UJ campuses will be compiled and approved by UJ with five- and ten-year roll-out implementation plans.



**Reenen du Plessis (Mr)**  
Executive Director: Operations



**Derek van der Merwe (Prof.)**  
Deputy Vice-Chancellor: Strategic Services

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# REGISTRAR'S PORTFOLIO

## OVERVIEW, OPERATING CONTEXT AND GOVERNANCE

The Registrar's Portfolio consists of the following divisions: Academic Administration, Central Administration, Corporate Governance, General Administration, the Unit for Quality Promotion and Health and Wellness (excluding wellness services rendered by the Human Resources Portfolio). The Registrar's Executive Committee oversees the governance within the portfolio and meets monthly.

### Academic Administration

Academic Administration refers to the management and governance of the academic lifecycle of the student, from application to graduation. Academic administration operates to enable the University's fitness for purpose and adequate support of its primary academic strategic thrust. The current student data system is ITS. The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets monthly. The following other specialised committees are operational: Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to operational matters.

### Central Administration

Central Administration consists of Committee Administration, the Language Unit and Study Material Collection services (including centralised printing of study guides). The following services were transferred from General Administration to Central Administration in 2012: Postal Services and the Graphic Studio. The Director also acts as the Procession Master at graduation ceremonies. He also assists with the committee administration governance related to the Convocation, Senate and Council meetings, as well as campus visits by the ELG.

### Corporate Governance

This Division assists the Registrar with general corporate management, legal compliance, the management of contracts/agreements and the management of records/documents, including the electronic document and records management system. A proposal to initiate a legal division was approved by the Management Executive Committee in 2011 and the first legal expert was appointed in 2012. The division is also responsible for overseeing the Quality Verification System (QVS), management of the Protection of Access to Information (PAIA) and submission of the Annual Report to the Human Rights Commission.

### General Administration

General Administration is responsible for the management of the University's printing contract, op-scanners, computer laboratories (n=67), the Audio Visual Unit, Postal Services and the Graphic Studio. A decision was taken in 2010 and confirmed in 2011 to transfer General Administration – the printing services (outsourced),



op-scanners, computer laboratories and the Audio Visual Unit – from the Registrar's Portfolio to the Information Communication Systems Division. This transfer took place in March 2012 with the exception of the Audio Visual Unit which was transferred in August.

## **Unit for Quality Promotion**

This Unit was transferred from Institutional Planning to the Registrar's Portfolio in January 2012. This Unit is responsible for quality promotion with specific reference to facilitate and oversee the execution of the institutional Quality Promotion Plan (approved in 2010). This entails inter alia support to faculties and support divisions with self-evaluation/departmental reviews, professional reviews by external accreditation bodies, programme reviews, module reviews and general empowerment related to quality.

## **FOCUS AND TARGETS**

The following strategic goals of UJ are applicable to this portfolio: Sustained excellence in service delivery and fitness for purpose (Thrust one) and Leadership that matters in the institution and civil society (Thrust Six).

The portfolio scorecard for 2012 reflects the detailed performance indicators for each division, based on the institutional strategic thrusts and indicators relating to sustained excellence and leadership that matters. The development of a virtual process for the management of late applications to mitigate walk-ins in January 2013 was high priority in the interests of reputation management, efficiency and effectiveness, with specific reference to the development of an institution-wide strategy in this regard. The following targets were set:

- undergraduate online application process to be operational on 1 April 2012;
- development of a communication strategy, in consultation with Advancement, focusing on Grade 12 learners to apply on time online and to mitigate physical walk-ins in 2013;
- improved efficiency and effectiveness related to the matching of Grade 12/Independent Education Board (IEB) results and the final selection and admission process to enhance compliance with the Institutional Enrolment Plan for 2013;
- improved efficiency and effectiveness related to the lecturing timetable challenges experienced during the process of registration in January 2012;
- initiation of an extended Call Centre to be operational in 2013 to mitigate physical walk-ins;
- development of a virtual process for the management of late undergraduate applications in January 2013;
- online registration target of 90% during the January registration period in 2012;
- Student Data HEMIS Audit reflecting less than 100 fatal errors in the student HEMIS Audit Report;
- an average of at least 9.0 for committee administration governance;
- management of agreements/contracts reflecting at least 85% compliance in the internal audit report;
- Electronic Document and Records Management's (EDRMS) final rollout in Human Resources and Finance Expenditure (ImageNow);
- management of the Institutional Quality Promotion Plan and submission of progress reports to the HEQC reflecting adequate progress;
- assistance with departmental/divisional self-evaluations, programme and module reviews and general quality improvement;
- client satisfaction of at least 85% in Occupational Healthcare and Primary Healthcare divisions;
- adverse clinical events of 0% within the healthcare divisions;
- increased HCT uptake of at least 5% (students and employees);
- human resource turnover of not more than 8%;
- financial management budget variance was set at a maximum of 2% and capital expenditure was within budget;
- sustained excellence in support service delivery by all divisions.

## **POLICY FRAMEWORK**

The Registrar is the Compliance Officer of the University. Therefore, the Legislative Policy Framework for Higher Education Institutions is applicable, including specific reference to the following: legislation, regulations and

policies related to the access and protection of information, including personal information; preparation for the Protection of Personal Information legislation to be promulgated in 2013, the Consumer Act, with specific reference to its implications for Higher Education institutions; legislation and directives related to financial management; legislation related to human resources management; directives for student, employee and space data integrity; and prescribed external audits and submissions to the Department of Higher Education and Training.

## **RISKS AND MANAGEMENT OF RISKS**

### **Academic Administration**

#### ***Mitigation of physical walk-ins and reputation management***

A strategy for the mitigation of walk-ins in January 2013 (following the stampede in January 2012) was developed, focusing on the following:

- a Communication Strategy (Grade 12 learners), in consultation with the Communication Division within Advancement, consisting of two phases:
  - Phase one:
    - > be CLEAR (**C**hoose, **L**earn, **E**arn, **A**pply and **R**egister);
    - > apply on time online;
    - > count-down clock on website;
  - Phase two:
    - > no physical walk-ins;
    - > refer to Mobi Site Enquiry System
    - > pamphlets to Grade 12 learners in examination packs and/or distributed at selected feeder schools.
    - > eighteen additional different communication strategies, i.e. silent messaging, pamphlets in taxis, buses, social media, radio, newspapers, etc.;
- matching of Grade 12/IEB results, including a refined Academic Rating System (ARS) with additional functionalities to improve the efficiency of the process;
- development of a Mobi Site Enquiry System to enable a virtual process for the management of late applications in January 2013 and to manage enquiries submitted by undergraduate applicants who applied in 2012.

#### ***General academic administration governance and risk management***

A risk-mitigation strategy for academic administration, focusing on the academic lifecycle of the student, was first developed in 2007 and has been continually refined since then. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by the academic life cycle-based institutional committees reflected in the overview. The Register reflecting interests declared by employees (family members registered at UJ) was compiled and applicable internal controls were instated to mitigate risks related to assessment marks on the data system (n=251).

##### *Registration*

Further enhancement of the online registration process was conducted, with specific reference to the lecturing timetable interface. The online registration system resulted in improved governance of student data integrity, as reflected in the significant decrease in 'fatal errors'.

##### *Printing of summative assessment papers (test and examination papers)*

Business rules and procedures were emphasised regarding the typing, safekeeping, copying and transport of tests/examinations. Security was upgraded during official examination periods and provision was made for electricity failures during examinations. The system's test (10% test), where a mark has been changed by more than 9%, was executed by the HEMIS Coordinator. The Faculty Coordinator within Central and Academic Administration was responsible for correction and mitigation management.

#### *Validation of student academic data*

The validity and reliability of student data on the academic structure is validated by the HEMIS Coordinator on a continual basis. The 2% test on graduates was executed in accordance with the Department of Education's HEMIS rules in this regard.

The Department of Higher Education and Training's revised directives for external auditing of student, staff and academic programme data was executed and the content of the revised directives was also included in the Skills Development Programme for academic administration employees. Annual internal student data HEMIS auditing was conducted by the internal auditors. These reports served at MEC, the MEC Risk Committee and ultimately at the Council Audit and Risk Committee meetings.

#### *Certification of qualifications*

Due governance processes are adhered to. The external audit on certification was conducted and reflected no exceptions.

#### *Lecturing timetable*

The Lecturing Timetable Interface was refined with online registration to mitigate registration risks related to clashes of elective modules and the system control process related to maximum student numbers per lecturing venue. The upgraded lecturing venue at APK (former D Lab Cellar) was ready in the second semester.

#### *System management: ITS*

The business rules on access control were enforced. The changing of marks by both academic employees and academic administration employees was managed by means of a process of authorisation.

#### *Graduations*

The risk management principles related to events management were adhered to. Negative incidents were reported to the Registrar and mitigation strategies were deployed. The Graduation Committee reflected on the ceremonies and revised the procedures when applicable.

#### *Inauguration of the Chancellor*

A committee was constituted, chaired by the Registrar for the inauguration of the Chancellor. Due process in accordance with general governance principles and compliance with the institutional Standard Operating Procedure-related event management were adhered to.

#### *General operational internal controls within Academic Administration*

ITS access; verification of duties on risk ITS modules (i.e. changing of assessment marks); declaration of conflict and management of risk via ITS logfile; and monitoring compliance in high-risk environments are key internal controls. High-risk environments include ITS access reports, confidentiality reports, sign-off accuracy with graduates, the 10% assessment marks deviation list and verification and examination policy and procedure compliance.

Applications for internal controls include the electronic document management system roll-out in 2010 for the management of applications, biographic data integrity, HEDA application reports and the verification of documents scanned by Metrofile.

Registration and 'walk-ins' are managed through workshops, system cycles on ITS, the logistics framework and schedule, and the final strategy approved by Senex.

Certification is managed through the system cycle on ITS and access verification.

Internal controls for graduation include the works' schedule and system cycles on ITS, ITS verification and the procedures around the printing of certificates.

The ITS academic structure is managed through monthly data quality verification and security procedures when updating the structure.

Timetabling is controlled through the Timetable Committee, timetable sign-off by heads of academic departments, and the policy and procedure on amendment of the timetable.

Examinations are managed through the 10% fault list control, HEDA error reports, regulations for printing examination papers, audits on the process for printing examination papers, compliance with Faculty Rules and Regulations and ITS access control for super users.

Internal controls for training include the Academic Administration Training Committee, electronic system technology training (SST) programmes on the system and the training officer who is responsible for the full scope of training related to Academic Administration and data integrity.

HEMIS student data integrity is ensured through HEMIS circulars Valpac error reports, HEDA error reports and audit reports.

#### *Fraudulent practices*

Some fraudulent practices were identified related to international students, sick letters and application fees received in cash. A forensic audit was conducted by a faculty on the fraudulent admission of international students which resulted in the dismissal of an employee. The student system was adjusted to improve the governance by means of restricted access in this regard.

A student created a reputational and an assessment integrity risk by selling fraudulent sick letters to students. Approximately 540 students were involved. Student Affairs initiated a special disciplinary hearing and the relevant module registrations were cancelled following a ruling made by MEC in this regard.

Two employees were found guilty of taking cash payments from applicants. In some instances fraudulent receipts were issued. Both employees were dismissed.

### **Central Administration**

National strikes by postal services impacted on the institutional postal services. The timeous distribution/ collection of agendas related to the institutional governance structures necessitated the piloting of electronic processes such as Dropbox.

### **Corporate Governance**

The management of contracts and agreements is the main risk. It is therefore important that there is an electronic record management system in place for the management of contracts and agreements and that the internal audit report reflects no exceptions. Non-compliance with the delegation of authority (signing of agreements/ contracts) is identified during the internal auditing process.

Copyright and the management thereof is also a significant risk. The University has a blanket licence with the Dramatic, Artistic and Literary Rights Organisation (DALRO). Strategies put in place to mitigate risks include compliance with the DALRO guidelines when duplicating material, conducting several workshops on these guidelines, training on referencing by the library and using TurnItIn software to assist with detecting plagiarism.

### **General Administration**

Risks in this division include the theft of audio-visual equipment; the upgrading, cycle replacement and new installation of audio-visual equipment and computers; and maintenance. General principles of risk management were executed. An institutional task team to mitigate the risks related to audio-visual equipment and service delivery was initiated and chaired by the Registrar, until the division was transferred to ICS in August 2012.

### **RESOURCE MANAGEMENT**

The approved budget for the portfolio was R74 452 546, reflecting an expenditure of R74 453. Factors impacting on the under spending are Integrity (finger printing device for class attendance) not materialising, vacant posts and savings on selected projects.

The total number of employees prior to the transfer of the General Administration Division to ICS is 189. After the transfer of General Administration (printing, Audio Visual Unit and computer laboratories), the number of employees is 129 consisting of 67% black (n=86) and 33% white (n=42), with the majority (73%) being females (as opposed to the previous year's gender profile being almost equal).

## **PERFORMANCE**

### **Academic Administration**

The process and physical setup for the management of late applications and walk-ins was operational on Monday 9 January 2012. It is estimated that approximately 6 000 people were queuing outside the gates on Tuesday 10 January. At approximately 07:30 some people were jumping the palisade fences resulting in a sudden and forceful stampede that led to the death of one parent and 17 people being injured. A total of approximately 4 000 people were given access to the campus. A press conference was held at 10:00. A decision was taken by the MEC to close the process of late applications. Council approved a special investigation into the stampede and the report served at the Council Executive Committee.

Management reports related to the academic life cycle were generated and served at MEC, MEC: Academic and the relevant Senate Committee meetings, as well as Senex. Annual external audits were conducted relating to the HEMIS submissions and certification. In the case of certification, a 'No exception' report was issued and for HEMIS a limited number of exceptions were recorded, mainly due to deviations in the statutory credit values approved by the relevant deans. During this reporting year, the secure printing facilities for the printing of the final summative assessment papers, the application process and the Faculties of Law and Humanities were subjected to an internal audit. Some exceptions were listed with printing and the application process. Improved and additional governance was implemented to mitigate the risks.

Application turnaround time, from capturing to application status, improved to three days, exceeding the current target. Final offers were made to more than 10 000 applicants (first- and second-choice applications) within 48 hours following the release of the Grade 12 results. The Application Rating System (ARS) was enhanced to electronically rate the applicants based on their final electronic Grade 12/IEB results. Student satisfaction regarding the graduation process was 94%, exceeding the target of 75%. A total of 45 academic administration training sessions were presented to 458 academic administration employees. The assessment timetable must be re-optimised every three years based on current registration data. This was done for the next three year cycle, 2012 to 2014, and was successfully implemented and completed. Process Review Workshops were conducted for applications; registration and timetables were conducted with all role players.

Three Student HEMIS Reports were submitted on time to DHET. The 'fatal errors', in accordance with DHET's business processes and regulations, have decreased significantly to a total of 33 in 2012, therefore exceeding the target of less than 100 errors. ITS enhanced the ITS Student System by means of automated governance regarding the online application process and timetable group allocations during registration.

A total of 51 graduation sessions took place during 2012 with a total of 10 958 graduands for the calendar year. The governance of graduation sessions is exceptional with sustained excellence being maintained.

UJ has ten off-site assessment centres managed by the CAA. All ten assessment centres were visited by staff from the CAA during the November 2012 final summative assessments to determine the level of compliance with UJ policies. No risks were identified regarding assessment paper security and invigilation. One incidence of assault of a chief invigilator was reported at the Bloemfontein Centre. Venue security will be improved from 2013.

### **Central Administration**

The different subsections within the directorate have performed admirably and have provided excellent service with regard to committee administration, the collection and distribution of post, the supply of learning material to learners and support to employees in the design and preparation of graphic material. The University Secretariat

is functioning exceptionally well. Their rating by the different statutory committees is also exceptional, exceeding the target of 9.0. The University Secretariat serviced 144 statutory committee meetings in 2012.

In terms of printing of study material, 138 322 different study booklets were printed. An internal audit on the printing of study material was conducted (final report to be available in 2013).

The Graphic Studio performed well as is evidenced by the fact that in 2012 they designed 23 877 items, including brochures, magazines, cover pages, advertisements, conference posters and flyers. The Postal Services performed well, reflecting a total of R1 125 118 spent on mail in 2012 while bulk mail to the value of R587 789 was also handled.

The Language Unit serviced 335 clients with 514 translations, 497 language editing tasks as well as eight interpreting sessions. The Language Unit is also involved in a number of language development projects like the Prolingua Centre for Political Terminologies in South Africa and the Centre for Legal Terminologies.

The Director (Central Administration) is responsible for the revision of all the charters for statutory structures/committees, as well as the refinement of the performance review system for all these structures/committees. All the charters for statutory structures and committees were aligned with the Statute promulgated in 2012. A revised performance review system for all statutory structures/committees was developed, approved and implemented. The principle of 'declaration of interest' was reinforced/embedded at all statutory structures and committees. Sustained excellence in committee administration is reflected in the performance review results of all statutory structures/committees in 2012. Full compliance was achieved (n=144 meetings in 2012), therefore exceeding the target of an average of at least 9.0.

The Director: Central Administration oversees the tender processes related to the printing of study guides at the University, which were centralised to improve governance in this regard.

## **Corporate Governance**

A total of 505 contracts/agreements were developed/moderated prior to sign-off by the different parties and a total of 357 new contracts were received and captured on the system during the reporting year. A total of approximately 2 500 contracts/agreements are active on the system.

A title deeds drawer, as well as a patents drawer, was added to the Electronic Document and Records Management System (EDRMS) to improve governance as recommended by the internal auditors.

The Division manages the web-based process to apply for access to information in accordance with the Promotion of Access to Information Act and automatic generation of the report for submission to the Human Rights Commission on an annual basis. An average of 2 400 external and 2 100 internal requests were managed.

Further rollout of the process of the archiving of paper records took place with Metrofile. This has been conducted throughout the University over a period of three years. The focus in 2011 was on student applications and supporting documents, human resources, student debtors and bursary documents, NSFAS application forms, faculties, finance expenditure and payroll, and operations drawings.

## **General Administration**

The tender process and subsequent preparation for the implementation of the new printing contract were managed. Four multiple-choice reader scanners were operational and a total of approximately 30 000 answers from 500 tests/examinations were scanned. There was increased service delivery to accommodate Edulink-based teaching and assessment. The Division managed the cycle that exists for the replacement of computers, which was executed on time. The 2011 cycle/upgrade plan of audio-visual equipment was executed. A total of approximately 5 000 graphic design projects were produced, of which 45% were for academics and 55% for marketing/information pamphlets and publications.

## **Unit for Quality Promotion**

The Unit for Quality Promotion focused on facilitation, support and overseeing the execution of the institutional Quality Promotion Plan approved by Senate in 2010 to address the challenges reflected in the HEQC Audit Report and preparing for the next cycle of external quality assurance activities as determined by the Council for Higher Education (CHE). The Unit supported the following reviews in 2012:

- a total of seven Self-Evaluation or external Professional Accreditation Evaluations of faculties and divisions;
- Twenty-three programme reviews;
- Four module reviews.

The Unit was responsible for the updating of the institutional Quality Progress Report submitted to the HEQC and the feedback session with the HEQC in May. A framework for the management and governance of non-subsidised programmes (based on the recommendations reflected in the 2010 HEQC Audit Report) was developed and consulted on with faculties and MECA.

## **STAKEHOLDER ENGAGEMENT**

### **Internal stakeholders**

The most important internal stakeholder is the student registered at the University, as well as the applicants. Sustained excellence in service delivery to the students, applicants and graduates is therefore important. Satisfaction surveys are conducted at the end of registration and graduation. These survey results are reflected in the cycle reports that not only serve at the various governance structures, but are also posted on the Intranet as a circular to the University community at large. In addition to this, the charters of the various committees in this portfolio make provision for UJ SRC representation.

The other internal stakeholder group is the employees, especially those involved in the academic lifecycle of the student. These employees are represented on the various Academic Administration committees. A dual model exists related to Academic Administration: the heads of faculty administration report first and foremost to the relevant executive dean, but also to the Registrar via the Director of Academic Administration. This dual model works well, not only in the interest of good governance, but also in the interest of integrated stakeholder communication, teamwork and collective leadership.

As reflected in the portfolio report, the roll-out of the electronic records and document management system also requires collective leadership and teamwork to succeed.

### **External stakeholders**

The Registrar liaises with DHET regarding the submission of quarterly and annual reports; HEMIS audit reports; the submission of new academic programmes, as well as those with name changes and/or significant content changes; and general compliance. Once new or amended academic programmes have been approved by DHET, they are submitted online to the Higher Education Quality Committee (HEQC) and Council on Higher Education for accreditation purposes. In addition to this, the HEQC Audit report and subsequent further communication on the Quality Improvement Plans related to this audit are submitted via the relevant member of the MEC.

The Division communicates with Higher Education South Africa (HESA) on matters related to the Matriculation Board, including the governance related to the National Senior Certificate results and electronic results. PricewaterhouseCoopers is involved in all the external audits conducted for external submissions to DHET as well as other external audits. Deloitte conducts the various internal audits. Dippenaar and Reinecke are the official service providers for graduation attire.

Qualification Verification System (QVS) is the current service provider for the verification of qualifications and servicing of alumni when academic transcripts are requested.

ITS, the provider of student system software, is a strategic partner that supports Academic Administration, from applications to graduations, and ensures overall student data integrity. An agreement exists between UJ and the

Tshwane University of Technology (TUT) to co-partner the development of new ITS local software functionalities and thus they share the costs.

## **SUSTAINABILITY PERFORMANCE**

UJ now has an online registration system which is completely integrated, including the back office validation and checks required for registration. The online application system is combined with an electronic document management system (ImageNow). An online credit and cheque card payment system is linked to the registration system and can be used for fee payments throughout the year.

In order to enhance the communication turnaround time with students, an SMS and communication module has been developed within ITS. In addition, secure emails are sent to students with all their information on a monthly basis, contributing to carbon footprint initiatives, as well as reducing the Postal Services' budget significantly. Students can also update changes to their details at any time via the student portal on ITS. Companies or individuals can use the QVS integrated service online to verify qualifications obtained or to track academic performance.

An intercampus access control system interfaced with ITS allows access to students on all campuses. The MAMS System is used by lecturers to capture assignment, test and examination marks online onto ITS, thus improving governance.

Significant progress in the roll-out of the Electronic Document and Records Management System was made in 2012. This project not only contributes significantly to a 'paperless business world', but also improves the general state of retrieval systems as well as clearing many square metres in offices.

The final phase of moving towards paperless meetings was introduced in 2011, with paperless format. Dropbox was piloted in 2012 and CDs are still used for Council and Senate meetings.

## **LEADERSHIP FOOTPRINT**

Employees within the portfolio have delivered many papers/presentations:

- Tinus van Zyl, Gert van Wyk and the Registrar delivered a paper titled "From cloning of student data in 2005 to 95% online registration in 2011: a merger success story" at the British Association of University Administrators (AUA) in Manchester, England in April 2012.
- Elize de Wet and Jani Van Niekerk delivered papers in Miami, USA on "Compliance in records, contracts, and access to information".
- Prof. Geyser presented a paper on "Improvement plans, monitoring and follow-ups" at an inter-institutional discussion forum for quality managers (February 2012 at NWU).
- Ina Pretorius presented a paper on "The alignment of quality reviews in a multi-campus environment" at an inter-institutional discussion forum for quality managers (February 2012 at NWU).
- Prof. Geyser presented a paper on "Quality reviews in Service and Support Units: a question of criteria" at the SAAIR Institute (29 to 30 August 2012) at UNISA.
- I. Pretorius presented a paper on "Communication (internal and external: silo-functioning)" at the SAAIR Institute (29 to 30 August) at Unisa.

In addition to papers/presentations delivered, the following achievements have reference:

- N. Sibiya received the 2012 SATI Book Award for her contribution in the construction of the *Oxford IsiZulu-English Dictionary* on 29 September 2012. Dr Monareng's book *Critical Language Perspective in the ESL Class* was published by The Lambert Academic Publishers in August 2012.
- Elize De Wet (Director: Corporate Governance) is Chairperson of the ImageNow User Group in South Africa.
- The Head of the Language Unit plays a national leadership role in the forum Roundtable on African Languages, the Special Ministerial Interest Group on Multilingualism in Higher Education and the Pan South African Language Board.
- M. Vongo and I. Pretorius conducted a successful workshop on Student Involvement in Quality Promotion at



the SAAIR Forum (3 to 5 October) at the University of the Free State (UFS). Contributions are being analysed and incorporated into the next proposal on this topic.

- Dragana Weistra and Prof. Geyser presented a paper on "Quality reviews in service and support units: value added?" at the SAAIR Forum (3 to 5 October) at the UFS and at the Seventh European Quality Assurance Forum (22 to 24 November 2012) in Tallinn in Estonia.
- Mthu Vongo applied for participation in the SANTED project and was accepted. He will attend workshops and seminars in 2013.

## **CONCLUSION AND WAY FORWARD**

With the exception of the stampede in January 2012, the various divisions performed very well. All the measurable targets for 2012 were achieved and many were exceeded. The Strategy for the Management of Late Applications and the Mitigation of Physical Walk-ins was fully executed and included inter alia a refinement of the Academic Rating System (ARS) to improve efficiency during the Grade 12 and IEB matching process and the development of a Mobi Site Enquiry System.

The focus for 2013 will be on reputation management with specific reference to the following:

- improved efficiency during the matching of Grade 12 results;
- execution of the Strategy to Mitigate Physical Walk-ins, with specific reference to improved efficiency by an extended call centre, management of late applications via the Mobi Site Enquiry System and the extended call centre, as well as the management of enquiries (via the Mobi Site Enquiry System) submitted by the applicants who applied in 2012;
- zero-based APK lecturing timetable roll-out;
- stabilisation of the institutional Electronic Document and Records Management System (EDRMS) and the monitoring of vital records within the institution;
- establishing the legal division as a pocket of excellence, including the transfer of Student Discipline (Judicial Services) from Student Affairs to Corporate Governance within the Registrar's Portfolio;
- monitoring the progress related to the institutional Quality Promotion Plan, including assistance with the introduction of faculty reviews;
- policy revision: a significant process of review as most of the institutional policies were developed in 2006/2007 and are due for review.

Additional targets are as follows:

- online registration target 96%;
- less than 80 "fatal errors" student HEMIS report;
- sustained excellence 90% client/student satisfaction.



**Marie Muller (Prof.)**

Registrar

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# HEALTH AND WELLNESS

## OVERVIEW AND FOCUS

Four Health and Wellness divisions exist at the University rendering extensive services to the University community. The divisions are Primary Healthcare, also known as Campus Health; the Institutional Office for HIV and AIDS (IOHA); Occupational Health Practice; and Employee Wellness. The Employee Wellness Division resides in Human Resources and the report is reflected in Section 14.

The strategic focus remains on sustained excellence in service delivery to both students and staff and maintaining a client satisfaction rate of at least 85%, and zero clinical adverse events and sustained HIV counselling and testing (HCT) uptake of 20% for the student population and 5% uptake for the staff population.

## GOVERNANCE

The Primary Healthcare Clinic, the Institutional Office for HIV and AIDS and the Occupational Health divisions report to the Registrar. Employee Wellness resides within the Human Resources Management Division. Each division has a committee with institutional representation. Quarterly reports are generated and serve at the MEC and relevant MEC committee meetings. The HIV and AIDS Report also serves at the Senate Executive Committee and Council meetings.

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# INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)

## OVERVIEW

IOHA strives for excellence in delivering a quality service to the UJ community, in collaboration with internal and external partners. The following services are provided by IOHA: student HIV volunteer and peer education programmes and HIV and AIDS awareness and education, including mass HCT campaigns, training, orientation and individual consultations. In addition, IOHA provides community engagement and residence programmes related to HIV and AIDS, psycho-educational support for students affected and infected by HIV and AIDS, collaborative HIV-related projects in partnership with relevant internal and external stakeholders and curricula and research promotion on HIV and AIDS at faculty level. IOHA also supports the Higher Education AIDS (HEAIDS) Programme.

IOHA is located on all four campuses. The Head acts as the Chairperson of the University's HIV and AIDS Committee, which gives direction to the HIV and AIDS Programme for the year. The Registrar, the Head of the Institutional Office for HIV and AIDS and the Manager of the Campus Health Services act as the Executive Committee for consideration of urgent matters.

All HIV and AIDS activities at UJ are monitored by the HIV and AIDS Committee, under the auspices of the Registrar, to ensure high-quality delivery of services. The University's HIV and AIDS Committee meets quarterly, as reflected in the year programme, and functions within the current professional, ethical, legal, higher education and policy framework of the Republic of South Africa, with specific reference to HIV and AIDS. It formulates and monitors the University's HIV and AIDS strategy, in accordance with the UJ Strategic Thrusts (2011 to 2020); the National Strategic Plan (NSP) for HIV and AIDS, STIs and TB (2011 to 2016); the Policy Framework and Strategy on HIV and AIDS for Higher Education in South Africa; the UJ HIV and AIDS Policy; and other health-related policies within UJ.

## FOCUS

### HIV and AIDS Committee

In keeping with the UJ vision, the HIV and AIDS Committee aims to achieve and implement a coordinated, comprehensive and integrated response in mitigating and managing the effects of the HIV and AIDS epidemic, based on the following four UJ strategic thrusts, as applied to HIV and AIDS:

- sustained excellence of academic programmes, research and community engagement that is mutually beneficial and promotes social, economic and educational development related to HIV and AIDS;
- targeted marketing messages related to HIV and AIDS that ensure internal brand alignment with external messaging in the staff and student population;

- leadership that matters, in the institution and in civil society, achieved through leadership roles and responsibilities related to HIV and AIDS;
- resources that facilitate a responsible and responsive institutional citizenship achieved through comprehensive service delivery for targeted prevention, care and support for students and employees.

## **PERFORMANCE**

Four committee meetings were held in 2012. Targets for 2012 included four quarterly articles in internal and external publications and regular website and Facebook updates, which were met. IOHA's services have expanded significantly over the past three years. A target of testing 10 000 students for HCT was set and only 9 704 students were tested because of the unavailability of testing service providers as a result of change in scope from their respective funders. Four hundred and seven staff members were tested for HCT (a joint initiative from HR Wellness, IOHA and Primary Healthcare), exceeding the target of 350.

A target of 10 to 15 LINK members per 10 000 students per campus and a 5% increase in LINK volunteers was set for 2012. Fifty-eight LINK members were recruited and 4 896 students joined the LINK Volunteer Programme. A target of 85% customer satisfaction rate was set and was exceeded in service delivery, HIV Colloquium, UJ World AIDS Day and HCT campaign ratings. An 80% target of HCT campaign referrals in support groups was set and the following targets were achieved: 20% uptake at APB, 80% uptake at DFC, 100% uptake at APK and 50% uptake at SWC. A target of distributing 450 000 condoms per year was set and the target was exceeded.

## **STAKEHOLDER ENGAGEMENT**

### **Internal stakeholder engagement**

At first-year orientation, 2 260 students received HIV and AIDS information. During 2012, four HIV and AIDS workshops were conducted for students in certain departments. Training on HIV and AIDS was facilitated at six residences and IOHA conducted presentations related to the importance of addressing contextual risks within residences which fuel the HIV epidemic, including the services they offer for newly elected House Committee members.

IOHA and FADA continued their partnership that was established in 2010 in support of the Policy Framework for HIV and AIDS in Higher Education (2008). Several training workshops were facilitated by IOHA with students in the Multimedia, Graphic Design, Visual Arts and Fashion Design departments. These sessions were held in preparation for the annual FADA Exhibition where students showcased their messages related to HIV and AIDS in their various disciplines. The designs and video clips produced form part of IOHA's communication campaigns planned for the following year.

An interdisciplinary forum, comprising IOHA, PsyCaD, Primary Healthcare, Occupational Health and HR Wellness, was established to strengthen care, support and referrals for HIV-positive patients. The SRC and IOHA participated in a joint initiative during the Fresher's Ball at SWC.

IOHA, in partnership with UJ FM, PsyCaD, the SRC and Liberate, collaborated in the Stigma Knockout Challenge. The aim of the communication campaign was to address stigma against marginalised groupings like people living with HIV (PLHIV), people with disabilities and lesbian, gay, bisexual, trans and intersex (LGBTI) people.

### **External stakeholder engagement**

IOHA formed partnerships with Mothusimpilo, the Tshepang Trust, the Wits Research Health Institute (WRHI) and Anova to conduct the mass HCT campaigns and facilitate relevant training at UJ.

Centres for Disease Control (CDC) formed a partnership with UJ to provide training on evidence-based prevention programmes for healthcare professionals and will support UJ in the rollout of the Positive Health, Dignity and Prevention for PLHIV in 2013.

UJ, in partnership with HESA/HEAIDS, participated in the annual First Things First Campaign. The aim of the campaign was to mobilise first-year students at higher education institutions (HEIs) to voluntarily test

for HIV. The campaign is intended to support the ongoing HIV and AIDS mitigation work of HEIs and the national HCT campaign.

Absa and IOHA formed a partnership to strengthen the LINK programme and provide LINK members with experiential learning opportunities in the workplace. Themba Interactive, in association with Drama for Life (DFL), equipped the LINK with methodologies in the form of theatre to creatively address issues related to HIV and AIDS in an interactive manner.

Positive Convention provides a voice for positive students at UJ and prepares them for disclosure at home as well as providing a platform for advocacy for PLHIV.

Ekurhuleni Metropolitan's HIV and AIDS section formed a partnership with IOHA to support the services through the provision of HIV and AIDS consumables, training opportunities and participation in IOHA projects.

The Central University Regional Forum (CURF) was established between HIV centres at UJ, NWU, Wits, the UFS, the Central University of Technology, the Vaal University of Technology and TUT. The purpose is to strengthen regional collaboration between HEIs and derive best practices.

Facilitation training was conducted by students from the University of Michigan for UJ LINK mentors.

## **Community engagement**

Peer-to-peer workshops were facilitated in Hillbrow, Alexandra and Daveyton. LINK.com@Esselen conducted life skills workshops with 100 learners from around Hillbrow. In addition, LINK@Alex.com conducted HIV information sessions with 60 primary school learners from four schools in Alexandra and the APK LINK held an HIV awareness campaign at the Mabuya High School in Daveyton for grades 10 to 12 learners.

HIV and AIDS training was given to street children from the iCare Home in Brixton and the patients at the Footprints Hospice in Soweto.

UJ handed over the clothing that was collected during May Care Month to the Carl Sithole Home in Soweto, the Twilight Children's Home and Esselen Clinic in Hillbrow, Jabulani Khaki Boys Home and the Girls' House in Berea. In addition, a vegetable garden was started at the Reiger Park Clinic to help hungry patients.

## **LEADERSHIP FOOTPRINT**

IOHA represented UJ at the HEAIDS Conference in Cape Town and the International AIDS Conference in Washington DC, USA. The Head was elected to serve on the HESA HIV and AIDS Strategy Group.

## **TRANSFORMATION**

IOHA adheres to the UJ institutional culture and values of collegiality; transparency; accountability; and ethical, values-driven behaviour. In its support for the UJ transformational values, IOHA has dedicated a transformation champion to serve in the transformational team established by CAGA, the Registrar's Portfolio. Transformation is also a standing item on IOHA's agenda and a focus area in all its programmes.

## **CONCLUSION AND WAY FORWARD**

All targets for the reporting year were met, except the HCT target for students. The focus for 2013 will be on the following: achieving the IOHA strategic objectives as outlined in the UJ Strategic Plan for HIV and AIDS, STIs and TB (2012-2016); sustaining excellence in service delivery, within the scope of resources available; focusing on sustained HCT uptake of 20% for the student population and 5% uptake for the staff population and achieving a satisfaction rate of at least 85% in IOHA service delivery.

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# OCCUPATIONAL HEALTH AND SAFETY

## OPERATING CONTEXT

The Health and Wellness Division within the Registrar's Portfolio is home to the Occupational Health Practice. The Practice directs its strategy towards the creation of a safe workplace where risks to health are assessed and mitigated. Employee health is monitored for impacts of occupational stressors. It functions alongside its health peers in the unit, namely Primary Healthcare and IOHA. The team pursues the ideals of the International Labour Organisation and the World Health Organisation, within its ethical-legal framework; suited to the South African HEI context.

The Occupational Health Practice is represented at all campuses and service delivery is designed relative to the nature and scope of health risk, legal prescription and employee need. A mix of clinicians and administrative employees provide an integrated, yet accessible and dynamically flexible service. Key roles at the Occupational Health Practice are justified by a legal mandate and include Occupational Health Risk Auditing and Medical Surveillance. Additional, entrenched components are emergency medical response, food hygiene auditing, medical event risk mitigation, travel health, radiation risk control, resilience programmes and disaster risk management.

### **Governance structures and quality management**

#### ***Governance structures***

Authorisation to function as a health service on campus is governed by a Department of Health clinic permit. The international legal-ethical framework includes the norms of the International Labour Organisation and the International Commission on Occupational Health. The national legal-ethical framework governs nursing qualifications and registrations, and includes Codes of Good Practice and South African National Standards on Spirometry and event medical risk management.

The Occupational Health nurse practitioners, the Occupational Medicine Practitioner (OMP), the Radiation Protection Officer (RPO) and the administrative staff report to the Head: Occupational Health Practice. In turn the HOD reports to the Registrar. The strategic and operational core is at APK. From here clinicians at each campus are guided and enabled to attain campus equivalence and accessibility. The structure, in conjunction with committees, provides for institutional accountability.

The OMP, in line with the Nursing Act, authorises professional nurses to conduct medical examinations within the institution. Professional nurses hold Dispensing Licences for the keeping, acquisition, supply and prescribing of medication. Medication is procured on this basis and stored in accordance with the license requirements. Membership of professional bodies is closely observed to ensure professional accountability and compliance with codes of competence and ethics.

A radiation expert (physicist) was appointed as the UJ RPO. He assumes responsibility for acquisition, waste disposal and monitoring of radio-active sources/practices. Radiation incidents and investigations are managed.

### **Quality Management**

Self-evaluation is a prime focus of this Practice and the highly positive client experience is evident in client satisfaction surveys and a narrative feedback register.

### **Committees**

The Occupational Health Committee is governed in accordance with its charter, reporting to the Registrar's Portfolio. The head of this Practice is a permanent invitee to the MEC Risk Management Committee. Participation is upheld in the HIV Monitoring and Evaluation Task Team. The Committees for Persons with Disabilities, Risky Student Behaviour and Wellness are supported, as well as all campus forums.

## **RISKS AND MANAGEMENT OF RISKS**

All Occupational Health Risk is captured and updated on the UJ Health and Safety Risk Register as submitted to the MEC Risk Committee. Legal compliance and risk prevention is sought and achieved regarding health risk assessment, medical surveillance, the radiation regulatory framework, travel health, food hygiene auditing and event medical risk management.

Interventions include pro-active assessment of environments for risk, early advisories on developing risk, consulting subject matter experts and site visits.

## **STRATEGIC THRUSTS AND TARGETS**

### **Strategic thrusts**

Strategic Occupational Health thrusts aligned with UJ thrusts include Thrust Six (leadership that matters), and Thrust Eight (resources that enable UJ's fitness for purpose).

In the first instance, the alignment is found in sustained excellence and trendsetting in Occupational Health governance and in externalising leadership in Occupational Health at an HEI to peers and forums. In the second case, alignment consists of a professional clinical resource core being upheld and legal accountability for unique roles, e.g. biological monitoring of at-risk groups, periodic health risk auditing and occupationally acquired disease. Excellence is pursued in Occupational Health Risk Assessment (scanning the environment for risks to health, such as travel risk, emerging infectious disease, exposures to hazards, event medical risk and food safety risk) and in Occupational Health Risk mitigation (intercepting identified risk and recommending or taking action), preventative assessment of executives' health and in mediating medical response to emergencies.

### **Targets**

The balanced scorecard's seven indicators, tracking sources and annual targets, are quantifiably reflected. Additional targets include legal requirements and untreated risk. An approved Health Risk Audit Plan reflects commitment to the continual process of Health Risk Assessment by the Practice.

## **PERFORMANCE**

UJ's legal duty to conduct Health Risk Assessments and execute medical surveillance is taken care of. Additional value is added by an array of programmes to create a safe and healthy environment and touch the employee, as reflected in strong client satisfaction.

The balanced scorecard targets of the Occupational Health Practice have been exceeded. In their dedication to UJ, the addition of external resources and temporary appointments have yielded a rich result.

Audits which were completed in accordance with the annual target include in-depth Illumination, Ventilation, Ergonomics, Noise and Hazardous Chemical Substances Surveys at the Faculty of Science and the Faculty of

Engineering and the Built Environment; a biennial Health Risk Assessment; the four Food Hygiene rounds, a Radiation Source Audit; and a walk-through Health Risk Assessment at FEFS and the Faculty of Law, all support services and the STH.

Medical event risk assessment and standby was facilitated for 42 academic and cultural events.

The three tiers of the UJ Resilience Programmes are offering ongoing assessment and support to the clientele. Among the 82 consultations the Executive Resilience Programme received 56%, the PAs requested 13% of the visits and the HODs the remaining 31%.

Food Hygiene auditing and monitoring resulted in a 90% UJ average, which is well above the international norm of 85%. No food poisoning incidents occurred.

Medical surveillance examinations have grown by 56% this reporting year. This rise could be attributed to larger awareness of the Occupational Health mandate, its credibility and participative response by the UJ academic community. Contact resulted in 388 blood tests, 131 lung function tests, 76 audiograms and 357 baseline and periodic medical examinations. Seven hundred and eighty-five vaccines were administered.

Medical disposables, protective personal equipment (gloves, masks), servicing and calibration of equipment and sourcing appropriate disinfecting agents for infection prevention and control in UJ ambulances were upheld.

Dosimeter disks were ordered for radiation workers at UJ. After four weeks of wearing each batch is couriered to the SABS for analysis. The results are evaluated and incidents of over-exposure are investigated. Baseline and periodic medical examinations are conducted. The RPO is enabled to audit and execute his duties by being provided with sensitive radiation detection equipment and an office.

The annual Influenza Campaign was offered during the month of April and 600 vaccinations were administered.

Fifty-one travel health consultations were conducted to prepare official travellers for travel risk. The landscape was screened for emerging infectious disease and travel alerts were sent out. Vaccines, travel first-aid bags and medication were issued.

The Head of the Practice, as task team member for Health, was assigned the role to assess the Siyabuswa site of delivery for health risk, emergency response and medical surveillance of potential employees. Recommendations regarding design and activation of the health-related services at Siyabuswa were forwarded to the National Institute for Higher Education (NIHE) and MDE. Continued communication and support was offered.

## **RESOURCE MANAGEMENT**

### **Human resource management**

The strategic and operational core is at APK. From here clinicians at each campus are guided. Four permanent and five contract positions exist.

Professional nursing practitioners at APK, APB and a shared position for DFC and SWC deliver the service. Administrative support is received from the Administrative Assistant and two student assistants.

The equity profile reflects UJ policy. The staff complement has remained stable, except for the Administrative Assistant who left UJ. No overtime remuneration was requested. No additional posts have been approved.

Sr Selina Bantham has successfully completed her Travel Medicine course with the South African Society of Travel Medicine (SASTM), and obtained a Dispensing License. One professional nurse has enrolled for her Dispensing Licences at Medunsa. They have also attended a Department of Labour legislative update, a Food Hygiene Seminar and the Health and Safety Indaba at which Prof. Mervyn King was the keynote speaker. The annual Influenza Symposium at the NICD was attended by all clinicians. The Administrative Assistant has undergone business writing skills training. The Head of this Division registered with UNISA for a Master's in Nursing Science.



## **Financial management**

Expenditure occurs within the two budgets allocated. According to the Accountant, 94% of the operational Occupational Health budget and 72% of the operational Executive Resilience budget had been spent by December 2012. An average expenditure of 83% occurred against both budgets.

## **ENVIRONMENTAL SUSTAINABILITY**

Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives, by conscientious use of utilities and ensuring that medical/biohazardous waste derived from clinics and the ambulances are disposed of correctly. Recommendations on correct disposal of hazardous chemical substances and radio-active waste are advised and effected where required, e.g. after spillages or incidents.

## **STAKEHOLDER ENGAGEMENT**

### **Internal stakeholder engagement reports/initiatives**

Protection Services are the first responders to medical emergencies and they then consult us if required. The Primary Health Service and the Occupational Safety Department are consulted where overlap occurs during planning, incidents and assessments. PsyCaD delivers a service to employees who are referred to them for exposure to work stressors. The Biokinetics Clinic at APB and the gymnasiums support members of the UJ resilience programmes with assessments and exercise facilities. Subject matter experts are freely consulted.

### **External stakeholder engagement reports/initiatives**

The Centres for Disease Control and Prevention (CDC), the World Health Organisation (WHO) and the International Labour Organisation's codes of ethics and standards are closely heeded to ensure alignment with the model. The National Institute for Occupational Health (NIOH) is a national research body which assists with water quality analyses. The National Institute for Communicable Diseases (NICD) advises on medical guidelines in disease outbreaks. The SA Society of Travel Medicine provides professional and medical guidelines, travel alerts and case studies.

Peers from NWU, the University of Pretoria, the University of Venda and Monash SA were briefed on their request regarding Occupational Health governance at an HEI. The contact yielded benchmarking as well. LTL conducts food hygiene auditing at all UJ food outlets. Netcare 911 is contracted to deliver medical resources for events and provides dedicated, priority response to medical emergencies at all campuses. Regular bilateral engagement ensures optimal contract utilisation and quality service. The City of Johannesburg's (COJ's) Event Management Forum is consulted on event medical risk governance. The UJ HOD: Occupational Health serves on the Health Subcommittee of the City of Johannesburg's Disaster Management Forum.

## **LEADERSHIP FOOTPRINT**

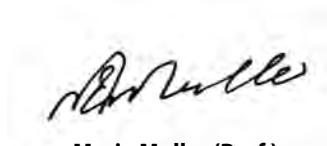
The HOD is a member of the City Council's Disaster Management Forum – Health Subcommittee. Contact occurs regarding event risk management, public health threats and food safety. The Practice is regularly approached by peers in the HEI landscape regarding Occupational Health establishment, its structure and governance. National benchmarking with the University of KwaZulu Natal, the University of Cape Town, Nelson Mandela Metropolitan University, the University of Venda, TUT and Monash SA is kept up in this regard.

The UJ RPO has been approached by the International Atomic Energy Agency (IAEA) to serve on its panel of radiation experts in Africa. He holds nominated chairpersonships for the Advisory Committee for Industrial Physics at TUT and for e-learning at the African Radiation Protection Association (ARPA). Dr Dazmen Mavunda is supervising two MSc students in Physics. The South African Society of Occupational Health Nursing Practitioners is regularly consulted.

## CONCLUSION AND WAY FORWARD

UJ's Occupational Health Risk profile is understood. Risk is continually audited by priority and relative to resources. No intolerable or high Occupational Health risk was found. A small team delivered a service well beyond its legal role, and has conducted cross-cutting screening of the environment. Mitigatory solutions have been designed as risk anticipation or recognition at events, laboratories, support divisions, international travel and food hygiene. The year ahead will see the maintenance of an enabling environment to execute Occupational Health programmes, a review of the Occupational Health policy base and the review and upgrading of the Triage procedure, including assembly/Triage points, training of Healthcare responders and upgrading of facilities, e.g. emergency lighting. A focus area is to keep track and participate in the license application to handle, store, use and transport natural uranium for Geology and Physics.

The Practice will continue in 2013 to focus on fulfilling its legal mandate (Medical Surveillance and Biological Monitoring). Health Risk Assessments will concentrate on the Faculty of Health Science, the Faculty of Engineering and the Built Environment and the Faculty of Law; food hygiene; a new Radiation Source Audit and Hazardous Biological Agents Audit: the safe installation of chemical storage cupboards at APK and DFC; and water quality.

A handwritten signature in black ink, appearing to read 'Marie Muller', is centered within a light gray rectangular box.

**Marie Muller (Prof.)**

Registrar

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# PRIMARY HEALTHCARE SERVICE: CAMPUS CLINICS

## **OPERATING CONTEXT AND GOVERNANCE**

Campus Health Service: Primary Healthcare Service (PHS) is part of the Healthcare Division reporting directly to the Registrar. The function of the Primary Healthcare Service Unit (Campus Clinic) is guided by the Charter for Primary Healthcare.

The Primary Healthcare Committee meets quarterly. Several new policies and standard operating procedures are currently being developed. Fully functional Primary Healthcare Services (clinics) exist on all four campuses.

The following services are rendered by the campus clinics: primary healthcare, reproductive healthcare, HIV counselling and testing (HCT), care and support to HIV-positive clients, providing Directly Observed Treatment Support (DOTS) to TB sufferers, giving travel medicine to students, providing medical support (Netcare 911) at UJ Cultural and Sport events, providing and maintaining first-aid kits for UJ sport clubs and providing vaccination programmes to students in the Faculties of Science and Health Sciences.

### **Employee profile**

The staff complement is composed of the Manager, who is a black female, and seven female primary healthcare practitioners, of whom six are black and one is Asian. The administrative staff members are all female and primarily black and two of the black HCT counsellors are females and two are males.

### **Skills development**

Three registered nurses (RNs) attended the annual South African Association of Campus Healthcare Services (SAACHS) conference. Another RN attended the Travel Medicine Certification Course provided by Wits University. The Administration Officer attended HIV/AIDS for Managers training. All four HCT counsellors were trained on basic HIV counselling and basic computer skills. Two HCT counsellors attended the TB Conference at the Durban ICC. The Manager went on the Travel Medicine Certification course offered by Wits and subsequently obtained the qualification for Travel Medicine. The yellow fever license application from the Department of Health is in progress.

### **Management of vacant posts**

All vacant posts were filled by suitably qualified personnel. Personnel whose positions were on a three-year contract were converted to permanent positions as the contracts came to an end.

## Institutional leadership

The Manager of Primary Healthcare Services is a member of several university committees.

## STRATEGIC FOCUS

The following strategic thrusts aligned with UJ thrusts:

- providing quality primary healthcare services to employees and students of the University;
- establishing relationships with national and international institutions through SAACHS and participating in national and international healthcare platforms.

## TARGETS

The specific targets for the Primary Healthcare Services for 2012 were to sustain the current service delivery related to HCT, to attain a client satisfaction rate of at least 85%, to have zero adverse clinical events, to increase awareness of the importance of pap smears and TB testing for HIV-positive patients, to upgrade the DFC Clinic and to deliver sustainable health education programmes in partnership with student organisations.

## PERFORMANCE

The sustained service delivery related to HCT was achieved. A client satisfaction rate of at least 85% was also achieved with zero adverse clinical events. The continuous professional development of PHS is compliant with the national professional requirements. However, the upgrading of the DFC Campus Clinic has not yet occurred as it is part of the institutional DFC Campus Plan. The table below reflects the consultation statistics on all four campuses.

**Table 51: Consultation at clinics 2009 to 2012**

| Campus | 2009   | 2010   | 2011   | 2012   |
|--------|--------|--------|--------|--------|
| APK    | 10 673 | 9 478  | 11 088 | 10 962 |
| APB    | 3 983  | 3 909  | 3 752  | 4 329  |
| DFC    | 5 797  | 3 826  | 4 609  | 5 366  |
| SWC    | 2 707  | 2 855  | 4 303  | 4 849  |
| UJ     | 23 160 | 20 068 | 23 752 | 25 506 |

The next table reflects the nature and scope of reproductive healthcare consultations and services rendered at the clinics. APK has a marked increase in contraceptive (FP) use. This can be attributed to a locum sister rendering a full-day service daily at all four clinics. A walk-in service at APK is provided, due to the high student numbers. Contraceptive usage at SWC has more than doubled. This demonstrates a need for a dedicated nurse to render FP on all campuses. The high number of sexually transmitted infections (STIs) remains a concern.

**Table 52: Reproductive healthcare services at UJ**

| Campus | BHCG- | BHCG+ | TOP | EC  | STI   | FP    |
|--------|-------|-------|-----|-----|-------|-------|
| APK    | 516   | 146   | 75  | 129 | 523   | 3 679 |
| APB    | 262   | 76    | 58  | 44  | 342   | 1 337 |
| SWC    | 281   | 97    | 34  | 64  | 439   | 1 034 |
| DFC    | 125   | 73    | 18  | 37  | 319   | 905   |
| TOTAL  | 1 184 | 392   | 185 | 274 | 1 623 | 6 955 |

HCT performance is reflected in the table below.

**Table 53: HCT testing at all UJ clinics**

| Gender       | 2009         | 2010         | 2011         | 2012         |
|--------------|--------------|--------------|--------------|--------------|
| Male         | 987          | 807          | 1 223        | 1 245        |
| Female       | 2 034        | 1 752        | 1 850        | 2 409        |
| <b>Total</b> | <b>3 021</b> | <b>2 559</b> | <b>3 073</b> | <b>3 654</b> |

## RISKS AND INTERVENTIONS

An outbreak of communicable diseases in the residences is always a serious potential risk. Awareness campaigns regarding the seriousness of diseases and prevention by vaccination is important. Many pamphlets have been developed and are distributed in the clinics. Health education is provided through Risky Student Behaviour Forums, individual education to clients visiting the clinics and group sessions at the relevant events organised by Student Affairs.

## ENVIRONMENTAL SUSTAINABILITY

The Primary Healthcare Services focuses on environmental sustainability through generating awareness among staff members to reduce the usage of paper, communicating via email instead of hard copies; recycling cartridges, paper and batteries; switching off clinic lights overnight and over weekends; and correctly disposing of hazardous and non-hazardous waste. Medical waste disposal is managed by an accredited medical waste company.

## STAKEHOLDER ENGAGEMENT

### Internal stakeholder engagement

HIV coordinators from IOHA and HCT counsellors from PHS worked closely in running the support group for HIV-positive students. IOHA, the HIV Committee and PHS work closely in implementing the wellness programme for HIV-infected students. Intern psychologists from PsyCaD assisted PHS with HCT on three campuses and PHS assisted PsyCaD with their Date Rape Campaign on all four campuses. HCT counsellors assisted the Human Resource Wellness Department during their Wellness Day Campaign and in their World AIDS Day activities, including HCT.

### External stakeholders

Central Health Services has established a good working relationship with the local authority clinics as well as the Gauteng Department of Health. They provide medicine supplies, HCT testing kits, condoms and educational materials. UJ campus clinics support the local authority clinics in providing DOTS to students and staff of the University who are treated for TB. HIV coordinators from the City of Johannesburg receive monthly HIV statistics from Campus Health in order to determine the rate of HIV-positive patients in the region. The collaboration with Ipas, a non-profit organisation promoting reproductive health, resulted in the first Sexual Health for All Campaign which is intended to be an annual event.

The NHLS has agreed to collect blood samples from SWC and DFC for laboratory testing. Milpark Hospital has a contract with UJ for assessing sports injuries, needle-stick injuries, etc. Other stakeholders include Thembaletu Clinic, Baragwanath Hospital, the Hillbrow Community Health Centre and Garden City Clinic for anti-retrovirals and treatment of other HIV-related illnesses.

## LEADERSHIP FOOTPRINT

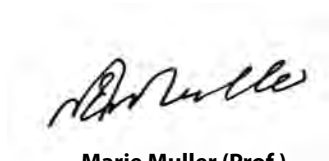
All Primary Healthcare Nursing Practitioners (PHCNPs) belong to the South African Society for Travel Medicines and the South African Association of Campus Health Services (SAACHS). One of the PHCNPs is the Treasurer for

the Gauteng Branch of SAACHS. The PHCNPs participated in organising the 2012 SAACHS Conference as it was hosted by the Gauteng region.

## **CONCLUSION AND FOCUS**

All the targets for the reporting year were met. Primary Healthcare Services is a dynamic unit which aims to improve and adapt its service to be a leading campus healthcare provider.

The focus for 2013 will be on disease prevention and treatment, increasing the uptake of HCT and ensuring that health education drives are done regularly so that diseases can be detected early. Specific focus will be given to reducing the incidence of sexually transmitted infections by promoting safe sex messages. Focus on the location of the Campus Clinic at Doornfontein is receiving attention from the Campus Director and other relevant stakeholders. This is in an effort to provide optimal primary healthcare facilities to the UJ community.

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

**Marie Muller (Prof.)**

Registrar







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# SUSTAINABILITY REPORT: FINANCIAL SUSTAINABILITY

## OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This section of the Annual Report focuses on the following:

- policy framework;
- governance;
- risks and risk management;
- focus;
- performance review of the three divisions within Finance;
- statement of responsibility of the members of Council;
- audited financial statements;
- notes on annual financial statements;
- remuneration: external members of Council;
- remuneration: members of the Executive Leadership Group (ELG).

## POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution (refer also to Section 3):

- national legislation and national/international directives and standards on financial management;
- UJ financial strategy and five-year plan, approved by Council;
- financial policies and procedures;
- travel policies and procedures;
- Fundraising Policy;
- Policy on Student Fee Structure;
- financial and contract delegation of authority;
- National Student Financial Aid Scheme Rules and Regulations;
- Risk Management Policy;
- procurement policies and procedures;
- tender policies and procedures.

## GOVERNANCE FRAMEWORK

The following Council committees are highlighted:

- Council Executive Committee

- Council Audit and Risk Committee
- Council Finance Committee

In addition to the Council committees, the MEC oversees executive management related to the management of finance. The MEC Risk Management Committee is chaired by the DVC: Finance (refer to Section 3). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the financial and contract delegation of authority approved by Council.

The following three divisions report to the Deputy Vice-Chancellor: Finance:

- Financial Governance and Revenue
- Expenditure and Procurement
- Commercialisation and Technology Transfer Office

## **FINANCIAL RISKS AND RISK MANAGEMENT**

The following material risks related to financial management were reflected on the institutional Risk Register:

- increase in doubtful debt;
- inadequate National Student Financial Aid Scheme (NSFAS) allocation;
- real decline in Government subsidy;
- impact of the funding framework review on the subsidy of the University;
- increased electricity costs;
- financial sustainability.

### **Increase in doubtful debt**

The University is acutely aware of the economic status of our students and their parents. It is, however, a priority for the Finance Division to ensure that all fees raised are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; some of these are to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines, both for our staff and for our collection agencies. We will continue to manage this risk actively.

### **Inadequate NSFAS allocation**

The University has a strategic intent of providing access to students from working-class parents. This strategy resulted in the admission of a less affluent cohort of students which placed incredible pressure on the financial resources of the University and the adequacy of our allotted NSFAS amount. As noted above this also has a material influence on the unrecoverable debt of the University. The University has provided assistance, in addition to its 2012 allotted NSFAS amount, to NSFAS students to the amount of R30 million. The University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R30 million in 2012. Our estimate is that the 2013 NSFAS allocation shortfall will be at least R120 million, if the University does not receive a material increase in the NSFAS allocation. This subvention is not a sustainable solution and will have to be limited to an affordable amount in the near future.

### **Real decline in Government subsidy**

Taking note of the two risks described above and the financial effect of these on the long-term financial sustainability of the University, the real decline in the per capita subsidy in the recent past presents an institutional risk for the University.

### **Impact of the funding framework review on the subsidy of the University**

The report of the Ministerial Committee dealing with the review of the funding formula has not been released for comment to the public. To this end the University does not know what the possible impact of the review will

be on the subsidy of the University. When the report is released we will study the report to determine the impact of any changes to the subsidy formula.

### **Increased electricity cost**

The increasing energy cost, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption and all new developments and any refurbishments are designed to be energy efficient. We also conducted research and launched a process to develop more ways to reduce our electricity consumption. This is a strategic issue and we are continually improving our processes in order to manage this risk. An additional item which increases this risk is the poor accounting, misallocation of payments made, customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The Executive of the University has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

### **Financial sustainability**

The financial sustainability of the University is of the utmost importance. We are actively managing this risk with, among others, the following strategies:

- The University has a five-year financial strategy, which was approved by Council. When necessary this strategic financial plan is amended and approved by Council.
- The annual budget is prepared based on the five-year financial strategy and taking into account the strategic thrusts of the University and the various income sources at our disposal.
- Our annual fee increases and other income sources are also informed by the approved financial strategy.
- The risks noted above are carefully monitored by both the Management Executive Committee and the Audit and Risk Committee of Council and the effects thereof are accounted for in the strategic financial plan.
- As indicated above, the Finance Division has various strategies to ensure that we collect our outstanding fees.
- The various academic environments are encouraged to engage in activities that will result in third-stream income in line with their academic mandate.
- All major capital expenses are carefully evaluated to ensure that the University can afford the initial capital outlay and also that the annual facility expenses are affordable and budgeted for.
- The reserves of the University have been invested in investment portfolios which provide adequate returns to maintain the reserves and provide funds for capital investment and replacement.

### **General financial risk management**

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

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council, which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to this Committee.

### **Credit risk**

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial transaction fails to meet its contractual obligations and arises principally from the University's receivables

from students and clients. The University has no significant concentration of credit risk, owing to its wide spread of students and clients.

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

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are to clients with an appropriate credit history. It does not insure its 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 conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

## **Currency risk**

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

## **Interest rate risk**

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

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

## **Market risk**

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

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

## **Operational risk**

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

## **FOCUS**

The main strategic goals focus on institutional efficiency and effectiveness and competitive resourcing, with efficiency and future sustainability, size and diversity of income as the key performance indicators. The focus in 2012 was also on financial sustainability, with specific reference to cost consciousness and effectiveness and sustainable resource generation.

## **FINANCIAL PERFORMANCE**

Audited financial results for 2012 were delivered once more on time, without qualification and with no significant external findings. Generating unencumbered commercial (namely, non-state, non-tuition-fee, non-capital income) and donor income remains a high priority and is on target, but remains suboptimal, especially in the current economic environment.

The 2012 annual financial results show excellent outcomes, with the budgeted operating loss of R57 million being turned around to an operating surplus of R145 million. The main drivers for this achievement include higher than anticipated subsidy, higher than planned enrolment, a substantial NSFAS recoupment, savings on operating expenses and savings on utilities bills. The 2012 results compare favourably with the 2011 results.

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**Jaco van Schoor (Mr)**

Executive Director: Financial Governance and Revenue

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# PERFORMANCE REVIEW: FINANCIAL GOVERNANCE AND REVENUE

## OVERVIEW

The Executive Director: Financial Governance and Revenue is responsible for the executive management of this Division and reports to the DVC: Finance. Strategic management and planning were implemented at all operational levels of the Division. All directors, managers and supervisors had to prepare their own strategic goals and they were measured against their individual environment's strategic goals. The Division consists of the following divisions/units:

- Budget and Project Management Division
- Student Finance Division
- Strategic Financial Projects and Sundry Revenue Division
- Planning, Cash Management and Financial Reporting Division

## STRATEGIC FOCUS

The major strategic goals for the Division in 2012 were:

- Finalising the restructuring of the Budget and Project Management Division in line with the requirements expressed by the internal customers during a performance survey.
- Implementing Oracle V12.
- Effectively managing expenses and expenses reporting to ensure that the University achieves the budgeted operating loss.
- Strategically managing the University's cash flow and working capital to ensure that all the operating expenditure and capital expenditure can be paid.
- Analysing our budget process to ensure that effective and adequate resource allocation does occur. This will assist the academic faculties and the Research Division to achieve their stated strategic and operational objectives.
- Allocating the available NSFAS funding to needy students in an efficient manner in order to ensure effective use of the inadequate NSFAS funding.
- Partnering with NSFAS in the development of an electronic loan approval and recording process.
- Engaging our current bursary providers to assist more students and to find new bursary providers to assist the students.
- Providing strategic resources, both in student finance and in sundry receivables, to counteract the negative influence of the restrictive lending environment on our students' ability to pay their fees and the University's cash flow.
- Developing capacity, processes and systems to ensure that all commercial entities and projects are accurately accounted for in the University's financial records (this includes statutory records, taxation and

financial viability). Separate financial statements are prepared for these entities where necessary.

- Analysing the financial performance and contribution of the commercial ventures.

## **PERFORMANCE REVIEW**

The above goals were mainly achieved. It is, however, important to note that all of the goals will require resources to maintain the momentum and to ensure that the University does benefit from these initiatives.

## **Budget and Project Management Division**

The managing of the budget and projects is the responsibility of this subdivision. During 2011 the Finance Division embarked on a performance survey which was sent to all our internal clients. The results of the survey indicated that the clients required a higher level of financial management than the current service. A process was implemented to restructure the division in line with the performance survey's results. This process was successfully completed in 2012 and a follow-up survey will be performed in 2013.

The financial business partners perform, among others, the following functions:

- They assist in operational and strategic financial management in the various environments.
- They prepare the monthly management accounts to record the financial performance of the departments and faculties. The management accounts are a pivotal tool in the performance of the required level of financial management.
- They assist in the preparation of the annual expenses budget. Continual budget control is exercised by this subdivision.

## **Student Finance Division**

The previous subdivision is involved in the expenditure cycle of the University. The Student Finance Division is responsible for the accounting for all the student revenue and financial aid transactions of the University. The major functions are:

- maintenance of the University's fee structure, raising student fees, and collecting outstanding amounts owed to the University;
- financial aid, bursaries and NSFAS;
- external collections and credit control of the student debt.

## **Strategic Financial Projects and Sundry Revenue Division**

This Division is responsible for, among others, the following:

- a variety of strategic projects;
- financial management of the commercial entities and companies of the University;
- the statutory compliance of all UJ's companies;
- accounts receivable: this includes all invoicing, debt collection and credit control of all customers other than students;
- maintenance of the financial code structures in the student finance systems.

## **Planning, Cash Management and Financial Division**

This division is responsible for, among others, the following:

- cash flow planning and management;
- statutory financial reporting;
- management and execution of the internal and external processes;
- facilitation of the University's risk management and insurance functions;
- maintenance of the financial code structures on Oracle;
- management of all the cash management and payment processes;
- short-term investments and the maximisation of interest income;
- provision of monthly and quarterly management information to the Management Executive Committee.

## **Governance review**

This Division has various responsibilities towards the maintenance of good corporate and financial governance in the institution and, to this end, we are accountable to the MEC, the MEC Risk Management Committee, the Finance Committee of Council and the Audit and Risk Committee of Council.

We are responsible for the maintenance and updating of the University's Risk Register, to ensure proper governance of risk. The Finance divisions, both Financial Governance and Revenue and Expenditure and Procurement, are subject to internal and external audits each year. These audits are external evaluations of our processes and do identify possible improvements. These audits are part of the governance controls and processes of the University.

## **Financial review**

The Division receives an annual budget to perform its duties and to fund its operating expenditure. We were able to use our allocated budget in such a way that efficient service delivery was ensured, without wasting resources. We were able to run the Division within the allocated financial resources.

## **Quality systems**

As indicated above, Financial Governance and Revenue is subject to internal and external audits continually. These audits are external evaluations of our processes and do identify possible improvements. This Division therefore has a constant external quality monitoring mechanism. It is nevertheless obvious that we can always improve our business processes, service delivery and risk management.

The University's internal audit is outsourced and is performed by Deloitte. In line with the University's risk management process, a risk-based internal audit methodology is followed. All the findings of the internal audits with respect to risks are fed into the risk management process and the Risk Register. This ensures adequate quality management of our processes.

In addition to the formal annual audits we are also part of various industry work groups which ensure industry-wide quality in the finance environment.

## **Stakeholder engagement performance**

The Division is a support environment and both UJ staff and students are internal customers of the Division, as our services range from the provision of information to the allocation of bursaries and NSFAS assistance to needy students on all four campuses.

In addition to our internal customers we deal with external stakeholders like NSFAS, external bursary providers and the Department of Higher Education and Training.

The Division has embarked on an extensive communication exercise with the providers of external bursaries and other financial aid. The purpose of this communication exercise is to ensure that the University's Bursary Office provides the donors with the information and services that we deliver.

We have a very good working relationship with NSFAS and we were a partner in the development and rollout of the electronic loan approval and recording system in 2012.

## **WAY FORWARD AND STRATEGIC THRUSTS 2013**

The strategic thrusts for 2013 will be aimed at mitigating some of the major risks facing the Division:

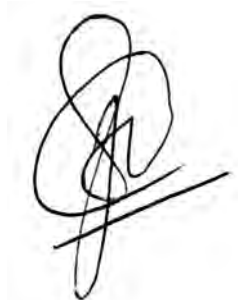
- Analysing Quali Financial Systems (KFS), in conjunction with the University of Stellenbosch and North-West University, to determine if KFS is an alternative for Oracle Financials. KFS is a system developed by HEIs for HEIs.
- Investigating the possible upgrade of our ITS system to ITS Integrator 3 due to the fact that the current version of ITS will not be supported when ITS Integrator 3 is released.



- Developing a financial model for the building and running of residences to enable the University to build more residences.
- Implementing the new Companies Act in respect of all the companies in which the University has a share.
- Rolling out of the business metrics module of IDU to provide the ELG with desktop metrics information on their finances.
- Institutionalising the process of financial business partnering to ensure more timeous and effective client services.
- Managing expenses effectively and reporting expenses to ensure that the University achieves the budgeted operating loss.
- Aligning our governance and processes with King III.
- Devising a strategy to limit the University's exposure to excessive NSFAS subvention, based on the inadequate NSFAS allocation.
- Continually engaging with NSFAS to ensure the effective implementation of the centralised NSFAS Loans System.
- Managing cash flow in the light of increasing unrecoverable debt and real per capita subsidy decline.
- Implementing the revised regulations for HEI reporting as per the Department of Higher Education and Training.

## **CONCLUSION AND WAY FORWARD**

In conclusion, we believe that we have achieved what we set out to do in 2012. Our goals in 2013 have been set in such a way to ensure a more productive and more effective revenue and financial governance environment. We aim to substantially improve our level of client service to assist the University to achieve its stated strategic goals.



**Jaco van Schoor (Mr)**

Executive Director: Financial Governance and Revenue

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# FINANCE EXPENDITURE

## OVERVIEW

The Finance Expenditure Division's focus for 2012 was on customer service through intensified process reviews and increased communication with the various stakeholders, together with staff training and development.

## PERFORMANCE

We completed our self-evaluation process, which provided us with valuable information in respect of the effectiveness of our current processes. Our approach to this review has been one of using this opportunity to critically evaluate our current policies, procedures and processes; to implement changes and improvements where such changes have been possible; and to make suggestions and plans for future improvements where immediate remedial action is not immediately possible.

We trust that the effort that went into the preparation for this review bears witness to Finance Expenditure's ongoing commitment to improving our service delivery and to enhance customer satisfaction. Our sincere hope is that this, in turn, will translate into improvements that contribute positively to shaping the University of Johannesburg into a Higher Education institution where exemplary quality is of paramount importance.

All services rendered by the Finance Expenditure Department are delivered in accordance with service-level agreements which are in place with all faculties and departments. These agreements are designed around the departments'/faculties' specific needs reviewed annually to incorporate any changes in service-delivery requirements.

In order to improve our service delivery, the Oracle E-Business suite was upgraded from Release 11 to Release 12. Release 12 provides more out-of-box improved features, a vastly enhanced user interface and more scalability, along with better performance. The upgrade went well, with an initial 209 service requests which was reduced to a few critical requests that still require resolution.

The primary focus of the Procurement Department is value for money. Procurement assisted with the management of print solutions' request for proposal process which resulted in a huge cost saving, and provided improved technical capabilities. The rollout and commissioning of the printers was achieved in the first two months of the year. Further possibilities are being investigated to do away with all desktop printers.

Procurement Services' total spent for the year amounted to R833 million, of which R620 million is done through our tender process. For the rest we make use of our own buyers and the Purchasing Consortium of Southern Africa (Purco) for the best prices. Expenditure through Purco, for the year, exceeded R35 million compared to the R23 million for the previous year. This figure will continue to grow as Purco increases its contract base.

ImageNow, an electronic document filing and tracking system, was rolled out in the Procurement and Tenders Department. However, it will probably still be a few months before we see the full benefit of this system in trying to achieve a paperless environment. The total tender process has been developed whereby all documents can

be uploaded and approval be obtained electronically. The system also provides requestors to view where in the process their request is. The tender process will be rolled out in 2013. The Accounts Payable Department will follow in 2013 whereby all invoices will be scanned and be available to view electronically. This will make querying payments and auditing much easier as we do not need to obtain invoices out of our files anymore.

The institution's B-BBEE audit was conducted by BEE Matrix. The University was rated as a Level 4 supplier and received 17.71 out of 20 for our Preferential Procurement.

One of the biggest challenges for the Fixed Asset Department is space for all the redundant assets. Unusable assets are sold as scrap to scrap dealers through a tender process. Some of the usable items are either redeployed or donated to schools or charity organisations. For the rest of the items a second-hand store will be established to sell old assets to staff. This store will be located in the Perskor building once renovations have been completed.

The Payroll Department, in conjunction with the Human Resources Department, has embarked on a process to enhance the in-house developed electronic part-time payment process. Ultimately the process would allow newly appointed staff to provide their personal information via the web. They currently complete forms manually, which is then captured by departments. A new standby policy was also developed and has been implemented.

One of the Finance Expenditure's key focus areas is cultural integration and transformation. During the year the following events were held: a presentation by Professor Debra Meyer on the history and culture of the coloured people and a visit to the Turkish Mosque in Mayfair for a lecture on the Islamic faith, which also included a lunch with the traditional food of the different cultures.

We are also very proud of our community involvement project. The Finance Expenditure team contributed their own money and had several events to raise funds in order to support the Buhle Bezwe Child Centre for abandoned children and HIV and AIDS orphans.

## **HUMAN RESOURCES**

Our staff is our most valuable asset and, therefore, training and development is a key and ongoing objective of the Department. This year was filled with a number of such interventions, including performance management training, team and individual coaching and total cost of ownership.

Performance management is used as a developmental tool to provide guidance in areas that need to be developed and to reward performance. Team building and social events are also used to build a cohesive and motivated team.

The Finance Expenditure Department has 98 staff members, of whom 71 (72.45%) are black, 26 (26.52%) white and 1 (1.02%) a foreign national. A total of 56 (57.14%) of the staff members are female while 42 (42.86%) are male.

## **CONCLUSION**

In conclusion, the Finance Expenditure Department is keenly focused on the institution's core strategic thrusts, while at the same time endeavouring to develop new ideas to increase effectiveness and efficiencies and to create an enabling environment. We look forward to 2013 as we believe we have much more to achieve, to move from good to great.

A handwritten signature in black ink, appearing to read 'H Kruger', is centered on the page. The signature is fluid and stylized, with a large initial 'H' and 'K'.

**Hennie Kruger (Mr)**

Executive Director: Finance Expenditure

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# COMMERCIALISATION AND TECHNOLOGY TRANSFER OFFICE

## OVERVIEW

The Technology Transfer Office (TTO) endeavours to assist innovative entrepreneurs, as well as inventors, in the commercial implementation of novel technologies or business processes. We advise and assist clients in developing strategies for protection of intellectual property (IP), to which end we draft the relevant legal agreements, manage the patenting of inventions and registration of trademarks, establish start-up companies or acquire equity in established companies subsequent to commercial due diligence. Our criteria for commercialisation of a project are scalability and the market potential thereof.

During 2012 we engaged in projects encompassing a wide variety of disciplines, including ICT, Medical Biochemistry, Engineering as well as the Humanities.

With the spin-off of the Photovoltaic Project the year was used to further streamline the TTO into an established part of UJ with systems and practices equal to international standards. The Research Information Management System (RIMS) was developed for the TTO and will be fully operational in 2013.

## FOCUS

Projects are grouped into three categories, A (highest priority), B (moderate priority) and C (limited priority), based on the following criteria:

- market potential
- reputational benefit to UJ
- societal benefit

The motivation for this classification approach is based on qualitative aspects of the value proposition of each project in light of innovativeness, scalability and emergent trends within the relevant economic sector. During the year the TTO has worked on six "A" projects, five "B" projects and eight "C" projects. The TTO also worked closely with the Resolution Circle (RC) and the Technology Thrusts to establish a proper structure for these new initiatives without the risk to existing academic structures but still keeping them within the University environment.

## PERFORMANCE

The TTO has adhered to international best practice models with developing systems and templates used for managing the commercialisation process. In this regard we conduct due diligence, evaluate the business case for new inventions once disclosed to us and then conduct preliminary prior art searches – all from the perspective of a prospective investor. In this manner, we strive to provide objective, realistic assessments of the commercial potential of our project portfolio with an emphasis on strategic risk assessment to remove critical

bottlenecks within each project. We emphasise that dedicated operational management is a prerequisite for our significant involvement in a project, as we are unable to pursue dedicated project management for all projects as we function in business development advisory and resource-leveraging capacities.

The TTO attended to many new innovations which led to six new patents and four new commercial initiatives. Except for marketing our services to any inventor who requested assistance, the TTO also presented their services at faculty meetings and developed a new website to be launched in 2013. The number of requests for assistance has doubled in 2012 and is an indication of the awareness of the TTO services in UJ.

Existing and new projects that were started in 2012 have so far showed promising results with only one project failing due to the cost of scalability. The main projects of the TTO are detailed below.

### **Photovoltaic Technology Intellectual Property**

The Photovoltaic Technology Company has attracted R140 million in outside funding to build its commercial demonstration plant and will be producing its first commercial-size PV panels in June 2013.

Although the Photovoltaic Project is now out of the University, the TTO was still involved in obtaining funds for the South African manufacturing company of the Photovoltaic Project. This has been more challenging than anticipated but is on track for implementation in 2013.

### **Silver anticancer compounds**

This invention pertains to a method for chemically synthesising novel classes of silver complexes that target specific forms of cancer with demonstrable anticancer activity in cell culture (in vitro). Most noteworthy is that thus far, these complexes have had better preliminary results than the standard cisplatin. The chemistry is novel, and the discovery of the convincing and selective anticancer activity thereof was serendipitous.

### **Mineral Positron Emission Tomography (PET)**

This project involves a novel application of medical scanning technology to detect diamonds within diamond-bearing rock ore. Once the diamonds are irradiated to extremely low levels – those classified as safe by international conventions – the ore is screened and the diamonds therein are imaged. The relevant ore samples can be retained for further processing without crushing large diamonds. The method also facilitates the extraction of diamonds from tailings that would have been missed in conventional processes. Further benefits include the decrease in the footprint area for mining operations, as ore processing is conducted on a smaller scale with less need for crushing.

### **Down draft stove**

This invention relates to a very low-emission stove, which burns at a sufficiently high temperature to produce a much higher CO<sub>2</sub>:CO ratio than any existing coal stove throughout South Africa and potentially worldwide. This makes it an almost smokeless stove, as the unburnt particles that would normally form smoke are oxidised. The term “down draft” captures the concept that the flame is channelled and burns downwards, as part of the unique design that facilitates such complete high-temperature combustion of the fuels.

Many new initiatives have been implemented within the TTO, Technology Thrusts and RC as a direct result of best and innovative practices observed in the USA and Europe. The TTO also worked with government and other agencies to develop the TTO at universities which includes internships and being part of the South African Research and Innovation Management Association (SARIMA).



**J.H. Kriek (Prof.)**  
Deputy Vice-Chancellor: Finance

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# REPORT CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL

## OVERVIEW

The 2012 financial year was expected to be yet another challenging year and it turned out to be one indeed. Very tight budgetary controls, NSFAS funding shortfalls, rising utility bills and tough economic conditions were some of the factors impacting on the financial results for the year. UJ was in a fortunate position in registering more students, which assisted in additional income in 2012. The financial principles adopted by UJ clearly state that the University will at all times endeavour to ensure a match between recurring expenses and recurring income and this assisted in managing the finances during the tough times. Non-recurring income is used to finance once-off capital expenditure, to further enhance the overall sustainability of the University and for strategic intervention of a non-recurring nature.

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

As the University moves forward on the implementation of its 2020 Strategic Plan, it is clear that additional income generated from the strong Statement of Financial Position as well as third party financial contributions will remain very important in supporting and funding future strategic initiatives.

The impact of the difference in the demand for NSFAS funding and the allocation received by UJ is placing undue pressure on the operating results and eventually the reserves of the University. The MEC is, on a continual basis, seeking alternatives to fund the difference and is also in discussion with the Department of Higher Education and Training as this is a systemic financial risk.

Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the Finance Committee of Council, an approved Financial and Contract Delegation of Authority Framework and budget control as exercised by relevant financial business partners in the various faculties and departments. To this end continuous internal audits are performed to evaluate the effectiveness of the internal controls.

The 2012 Annual Financial Statements were again prepared to comply with the IFRS and the Department of Higher Education and Training reporting requirements. The results show an operating surplus (if only referring

to budgeted activities) of R147 million (2011: R76 million) but the total surplus, ignoring the pension surplus adjustment, fair value adjustment and after taking investment income into account, amounts to R411 million (2011: R207 million). The main reasons for this pleasing outcome was a better-than-expected state subsidy income, increased enrolments resulting in higher fee income, higher income from donations and significant savings on key costs lines. A campaign to increase cost consciousness and improve cost efficiency has yielded substantial savings in expenditure.

A key ratio for any higher education institution is remuneration and related expenses (including leave payments, PRMA and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of an institution. During 2012 the actual ratio was 59% (2011: 58%). The 59% includes a pay-out of PRMA to staff of R32 million. Management is satisfied that this ratio is not too high but continuous efforts are made to manage the ratio.

Reserves were positively impacted on by good investment management during the year. In total all investments consistently outperformed the risk-adjusted benchmarks on all the investment portfolios. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).

The last major infrastructure project in order for UJ to achieve its final Campus Programme Profile involves the Doornfontein Consolidation Project (which includes additional facilities on the Auckland Park Kingsway Campus). An amount of at least R160 million has been specifically earmarked for capital expenditure related to this project. This project has commenced and should be completed by the second quarter of 2014. The majority of the R160 million will be spent in 2013.

The University is also very aware of some significant backlog maintenance and the Finance Committee of Council has set aside R30 million to facilitate this on the Doornfontein Campus.

The University is also embarking on deepening its role in developing technology solutions for the country, continent and the world by improving engagements with industry and the broader community. In support of this, the Council has approved a project of R110 million which entails the building of workshops and entrepreneurial spaces close to the Auckland Park Kingsway Campus. The first phase of this project is under development and will be completed in June 2013.

UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2012. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2013 and beyond.



G.M.B. Coetzer (Ms)  
Chairperson: Council Finance Committee





**UNIVERSITY OF JOHANNESBURG**  
**and its subsidiaries**

**CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

**UNIVERSITY OF JOHANNESBURG  
and its subsidiaries**

**CONSOLIDATED ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 December 2012**

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**UNIVERSITY OF JOHANNESBURG  
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL  
for the year ended 31 December 2012**

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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 and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the financial statements.

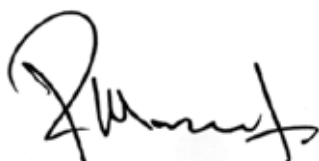
The financial statements presented on pages 4 to 64 of this Annual Report for 2012 have been prepared in accordance with International Financial Reporting Standards, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the financial statements.

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

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

**APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS**

The consolidated financial statements on the following pages of the Annual Report were approved by the Council on 13 June 2013 and signed on its behalf by:



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



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



**JA van Schoor  
Deputy Vice Chancellor: Finance**



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

### **REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS**

#### **Introduction**

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries set out on pages 7 to 69, which comprise the consolidated statements of financial position as at 31 December 2012 and the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

#### **Council's Responsibility for the Financial Statements**

The council is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the General Notice issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

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

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

#### **Opinion**

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University of Johannesburg and its subsidiaries as at 31 December 2012, and its consolidated financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.

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**Other matter**

The supplementary information set out on pages 70 to 74 does not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly we do not express an opinion thereon.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

In accordance with the PAA and the General Notice issued in terms thereof, we report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

**Predetermined objectives**

The institutional scorecard was received and audited.

We performed procedures to obtain evidence on the reliability of the information contained in the Institutional Scorecard of the annual report.

No significant matters were noted.

The reported performance against predetermined objectives was evaluated against the overall criterion of reliability. The reliability of the information in respect of the selected objectives is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

**Reliability of information**

We performed procedures to obtain evidence on the reliability of the information contained in the Institutional Scorecard of the annual report.

**Compliance with laws and regulations**

We performed procedures to obtain evidence that the University has complied with applicable laws and regulations regarding financial matters, financial management and other related matters.

We did not identify any instances of material non-compliance with specific matters in the Higher Education Act of South Africa.

**Internal control**

We considered internal control relevant to our audit of the financial statements and compliance with laws and regulations.

We did not identify any deficiencies in internal control that we considered sufficiently significant for inclusion in this report.

**Leadership**

No matters to report.

**Financial and performance management**

No matters to report.

**Governance**

No matters to report.

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## OTHER REPORTS

### Investigations

No material matters to report.

### Agreed-upon procedures engagements

Agreed-upon procedures on certificates were performed for grants, other funding and similar items.

Below is the list of Agreed-upon procedures performed:

| Entity name / engagement      | Purpose of the engagement   | Period covered                    | Report                        |
|-------------------------------|---|-----------------------------------|-------------------------------|
| Loans guaranteed by the state | Agreeing interest and capital amounts outstanding for loans received from the National Government | 1 January 2011 - 31 December 2011 | No material exceptions noted. |
| National Research Foundation  | Agreeing the deposits, expensed amounts and additional funding to supporting documentation        | 1 January 2011 - 31 December 2011 | No material exceptions noted. |
| Interest Redemption Claims    | Agreeing the interest claim per the university loan schedule to that of the ITS system.           | 1 January 2012 - 31 March 2012    | No material exceptions noted. |
| Interest Redemption Claims    | Agreeing the interest claim per the university loan schedule to that of the ITS system.           | 1 April 2012 - 30 June 2012       | No material exceptions noted. |
| Interest Redemption Claims    | Agreeing the interest claim per the university loan schedule to that of the ITS system.           | 1 July 2012 - 30 September 2012   | No material exceptions noted. |
| Interest Redemption Claims    | Agreeing the interest claim per the university loan schedule to that of the ITS system.           | 1 October 2012 - 31 December 2012 | No material exceptions noted. |
| DHET Infrastructure project   | Agreeing payments and expenditure to supporting documentation.                                    | 1 April 2011 - 31 March 2012      | No material exceptions noted. |
| Raucall school expense        | Agreeing payments and expenditure to supporting documentation.                                    | 1 January 2011 - 31 December 2011 | No material exceptions noted. |
| Mintek                        | Agreeing payments and expenditure to supporting documentation.                                    | 1 April 2011 - 31 March 2012      | No material exceptions noted. |

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|                              |  |                                   |                               |
|------------------------------|--|-----------------------------------|-------------------------------|
| Water Research Commission    | Agreeing payments and expenditure to supporting documentation.                     | 1 April 2011 - 31 March 2012      | No material exceptions noted. |
| Teaching Development Grant   | Agreeing payments and expenditure to supporting documentation.                     | 1 April 2011 - 31 March 2012      | No material exceptions noted. |
| Clinical Training            | Agreeing payments and expenditure to supporting documentation.                     | 1 April 2011 - 31 March 2012      | No material exceptions noted. |
| Research Articles            | Agreeing the existence of the articles and publications to authorised publications | 1 January 2011 - 31 December 2011 | No material exceptions noted. |
| Technology Innovation Agency | Agreeing payments and expenditure to supporting documentation.                     | 1 April 2011 - 31 March 2012      | No material exceptions noted. |

### Donor funding

Agreed-upon procedures were performed for grants and other funding.

### Special audit

No matters to report.

*PricewaterhouseCoopers Inc.*

PricewaterhouseCoopers Inc.

Director: MSI Gani

Registered Auditor

Address

20 June 2013

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**UNIVERSITY OF JOHANNESBURG  
and its subsidiaries**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
at 31 December 2012**

|  | Notes | 2012<br>R'000    | 2011<br>R'000    |
|--|-------|------------------|------------------|
| <b>ASSETS</b>  |       |                  |                  |
| <b>Non-current assets</b>                                |       | <b>4 040 027</b> | <b>3 571 639</b> |
| Property and equipment                                   | 3     | 1 301 093        | 1 298 358        |
| Intangible assets  | 4     | 3 964            | 5 712            |
| Investment in associates and joint ventures              | 5     | 10 041           | 9 141            |
| Available-for-sale financial assets                      | 6     | 2 663 100        | 2 198 763        |
| Post-employment benefit assets                           | 15    | 55 829           | 53 665           |
| Non-current receivables                                  |       | 6 000            | 6 000            |
| <b>Current Assets</b>                                    |       | <b>537 602</b>   | <b>488 566</b>   |
| Inventories  | 7     | 5 309            | 4 247            |
| Trade receivables and prepayments                        | 8     | 342 883          | 124 902          |
| Students for fees  |       | 285 437          | 102 466          |
| Other receivables  |       | 57 446           | 22 436           |
| Cash and cash equivalents                                | 9     | 189 410          | 359 417          |
|  |       | <b>4 577 629</b> | <b>4 060 205</b> |
| <b>EQUITY AND LIABILITIES</b>                            |       |                  |                  |
| <b>EQUITY</b>  |       |                  |                  |
| Retained earnings  |       | 1 059 533        | 774 087          |
| Other Reserves   |       | 2 797 651        | 2 591 894        |
| Total Equity   |       | <b>3 857 184</b> | <b>3 365 981</b> |
| <b>LIABILITIES</b>                                       |       |                  |                  |
| <b>Non current liabilities</b>                           |       | <b>344 901</b>   | <b>306 177</b>   |
| Borrowings   | 10    | 36 403           | 41 439           |
| Government Grant   | 12    | 126 418          | 81 000           |
| Post-employment benefit obligations                      | 15    | 182 080          | 183 738          |
| <b>Current liabilities</b>                               |       | <b>375 544</b>   | <b>388 047</b>   |
| Trade payables, accruals and other liabilities           | 13    | 311 943          | 277 837          |
| Student deposits received and income received in advance | 11    | 60 647           | 108 436          |
| Borrowings   | 10    | 2 954            | 1 774            |
| Total Liabilities  |       | <b>720 445</b>   | <b>694 224</b>   |
|  |       | <b>4 577 629</b> | <b>4 060 205</b> |



**UNIVERSITY OF JOHANNESBURG  
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
for the year ended 31 December 2012**

|   | Notes | 2012<br>R'000    | 2011<br>R'000    |
|---|-------|------------------|------------------|
| <b>Revenue</b>  |       | <b>2 467 849</b> | <b>2 256 938</b> |
| State appropriations - subsidies and grants                   |       | 1 222 029        | 1 146 386        |
| Tuition and other fee income                                  |       | 1 162 121        | 1 030 450        |
| For research  |       | 83 699           | 80 102           |
| Other operating income  | 17    | 264 396          | 161 208          |
| <b>Operating income</b>                                       |       | <b>2 732 245</b> | <b>2 418 146</b> |
| Personnel costs   | 14    | (1 468 831)      | (1 341 309)      |
| Depreciation  | 3     | (64 654)         | (59 930)         |
| Amortisation  | 4     | (3 178)          | (3 462)          |
| Bursaries   |       | (126 301)        | (155 152)        |
| Other operating expenses                                      | 16    | (923 977)        | (824 539)        |
| <b>Operating surplus / (deficit)</b>                          |       | <b>145 304</b>   | <b>33 754</b>    |
| Income from investments                                       | 18    | 248 763          | 166 632          |
| Finance income  | 19    | 22 583           | 13 184           |
| Finance costs   | 19    | (5 387)          | (5 774)          |
| <b>Surplus for the year</b>                                   |       | <b>411 263</b>   | <b>207 796</b>   |
| Other comprehensive income                                    |       |                  |                  |
| Fair value adjustments on available-for-sale financial assets | 6     | 137 977          | 4 392            |
| Actuarial gains and losses on defined benefit plans           | 15    | (13 912)         | (21 501)         |
| Change in IAS 19.58(a) limit                                  |       | (44 125)         | (5 024)          |
| <b>Total comprehensive income for the year</b>                |       | <b>491 203</b>   | <b>185 663</b>   |

**UNIVERSITY OF JOHANNESBURG  
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
for the year ended 31 December 2012**

|   | <b>Retained<br/>earnings</b> | <b>Available-<br/>for-sale<br/>reserve</b> | <b>Other<br/>reserves</b> | <b>Total</b>     |
|---|------------------------------|--|---------------------------|------------------|
|   | <b>R '000</b>                | <b>R '000</b>                              | <b>R '000</b>             | <b>R '000</b>    |
| Balance as at 01 January 2012                           | 774 087                      | 234 126                                    | 2 357 768                 | 3 365 981        |
| Transfer  | -                            | -  | -                         | -                |
|   | 774 087                      | 234 126                                    | 2 357 768                 | 3 365 981        |
| Surplus for the year                                    | 411 263                      | -  | -                         | 411 263          |
| Other comprehensive income                              | (58 037)                     | 137 977                                    |                           | 79 940           |
| Fair value movement                                     |                              | 273 382                                    |                           |                  |
| Fair value movement transfer on disposal of investments |                              | (135 405)                                  |                           |                  |
| Transfers   | (67 780)                     |  | 67 780                    | -                |
| Balance as at 31 December 2012                          | <u>1 059 533</u>             | <u>372 103</u>                             | <u>2 425 548</u>          | <u>3 857 184</u> |
| Balance as at 01 January 2011                           | 420 359                      | 229 734                                    | 2 530 225                 | 3 180 318        |
| Transfer  | 3 224                        | -  | (3 224)                   | -                |
|   | 423 583                      | 229 734                                    | 2 527 001                 | 3 180 318        |
| Surplus for the year                                    | 207 796                      | -  | -                         | 207 796          |
| Other comprehensive income                              | (26 525)                     | 4 392                                      |                           | (22 133)         |
| Fair value movement                                     |                              | 68 632                                     |                           |                  |
| Fair value movement transfer on disposal of investments |                              | (64 240)                                   |                           |                  |
| Transfers   | 169 233                      |  | (169 233)                 | -                |
| Balance as at 31 December 2011                          | <u>774 087</u>               | <u>234 126</u>                             | <u>2 357 768</u>          | <u>3 365 981</u> |

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**CONSOLIDATED STATEMENT OF CASH FLOWS**  
for the year ended 31 December 2012

|   | Notes | 2012<br>R'000    | 2011<br>R'000    |
|---|-------|------------------|------------------|
| <b>Cash flows from operating activities</b>               |       |                  |                  |
| Cash generated from / (utilised in) operations            | 21    | 9 129            | 123 158          |
| Finance cost  | 19    | (5 387)          | (5 774)          |
| Finance income  | 19    | 22 583           | 13 184           |
| Net cash generated from operating activities              |       | <u>26 325</u>    | <u>130 568</u>   |
| <b>Cash flows from investing activities</b>               |       |                  |                  |
| (Purchases) / Disposals of property, plant and equipment  | 3     | (60 206)         | 110 833          |
| Proceeds from sale of property, plant and equipment       | 21    | 7 974            | 7 574            |
| Purchases of intangible assets                            | 4     | (1 462)          | (2 214)          |
| Purchase of investments                                   | 6     | (4 090 293)      | (4 786 557)      |
| Proceeds from sale of available-for-sale financial assets | 6     | 3 792 730        | 4 782 042        |
| Increase in non-current receivables                       |       | -                | (6 000)          |
| Interest income   | 18    | 72 839           | 62 205           |
| Dividends received  | 18    | 40 524           | 40 187           |
| Net cash outflow from investing activities                |       | <u>(237 894)</u> | <u>208 070</u>   |
| <b>Cash flow from financing activities</b>                |       |                  |                  |
| Increase / (Decrease) in government grant                 | 12    | 45 418           | (310 000)        |
| Repayments of borrowings                                  | 10    | (3 856)          | (3 711)          |
| Net cash inflow from financing activities                 |       | <u>41 562</u>    | <u>(313 711)</u> |
| Net increase / (decrease) in cash and cash equivalents    |       | (170 007)        | 24 927           |
| Cash and cash equivalents at beginning of the year        | 9     | 359 417          | 334 490          |
| Cash and cash equivalents at end of the year              |       | <u>189 410</u>   | <u>359 417</u>   |

**UNIVERSITY OF JOHANNESBURG  
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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS  
for the year ended 31 December 2012**

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**1 General information**

The consolidated financial statements were authorised for issue by the Council on 13 June 2013.

The University of Johannesburg and its subsidiaries is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997) and is domiciled in South Africa.

**2 Accounting policies**

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

**2.1 Basis of presentation**

The consolidated financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 24.

AC 504 "The Limit On A Defined Benefit Asset, Minimum Funding Requirements And Their Interaction In The South African Pension Fund Environment" has been adopted in connection with the accounting for defined benefit pension plans which impacts on the asset ceiling of the plans. As a result of the above, the accounting deficit or surplus may be quite different from the statutory deficit or surplus. AC 504 focuses on the accounting deficit or surplus since this amount forms part of the net defined benefit liability/asset calculated in terms of paragraph 54 of IAS 19, Employee Benefits. The impact of the adoption of AC 504 is set out in Note 24. In accordance with the requirements of IAS 1 (revised), a balance sheet and related notes at the beginning of the comparative period have therefore been presented.

**2.1.1 Going concern**

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University should be able to operate within its current financing.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continues to adopt the going concern basis in preparing its annual financial statements.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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**2.1.2 Changes in accounting policies and disclosures**

- a) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

Amendment to IFRS 7 Financial Instruments: Disclosures – Transfer of financial assets - The amendments are intended to address concerns raised during the financial crisis by the G20, among others, that financial statements did not allow users to understand the ongoing risks the entity faced due to derecognised receivables and other financial assets.

Improvements to IFRSs (Issued May 2010) - This is a collection of amendments to IFRSs. These amendments are the result of conclusions the IASB reached on proposals made in its annual improvements project.

- b) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2012:

Improvements to IFRSs (Issued May 2012) - This is a collection of amendments to IFRSs. These amendments are the result of conclusions the IASB reached on proposals made in its annual improvements project.

Amendment to IFRS 1, “First time adoption’ on government loans” (effective 1 January 2013) - This amendment addresses how a first-time adopter would account for a government loan with a below-market rate of interest when transitioning to IFRS. It also adds an exception to the retrospective application of IFRS, which provides the same relief to first-time adopters granted to existing preparers of IFRS financial statements when the requirement was incorporated into IAS 20 in 2008.

Amendment to IFRS 7 Financial Instruments “Disclosures – Asset and Liability offsetting” (effective 1 January 2013) - The IASB has published an amendment to IFRS 7, ‘Financial instruments: Disclosures’, reflecting the joint requirements with the FASB to enhance current offsetting disclosures. These new disclosures are intended to facilitate comparison between those entities that prepare IFRS financial statements to those that prepare financial statements in accordance with US GAAP.

Amendments to IAS 1, “Presentation of Financial Statements”, on presentation of items of OCI - The IASB has issued an amendment to IAS 1, ‘Presentation of financial statements’. The main change resulting from these amendments is a requirement for entities to group items presented in other comprehensive income (OCI) on the basis of whether they are potentially re-classifiable to profit or loss subsequently (reclassification adjustments). The amendments do not address which items are presented in OCI.

IAS 19, “Employee benefits” (effective 1 January 2013) - The IASB has issued an amendment to IAS 19, ‘Employee benefits’, which makes significant changes to the recognition and measurement of defined benefit pension expense and termination benefits, and to the disclosures for all employee benefits.

IFRS 9 – Financial Instruments (2009) (effective 1 January 2013) - This IFRS is part of the IASB’s project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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IFRS 9 – Financial Instruments (2010) (effective 1 January 2013) - The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and de-recognition of financial instruments. The accounting and presentation for financial liabilities and for derecognising financial instruments has been relocated from IAS 39, 'Financial instruments: Recognition and measurement', without change, except for financial liabilities that are designated at fair value through profit or loss.

IFRS 10 – Consolidated financial statements (effective 1 January 2013) - This standard builds on existing principles by identifying the concept of control as the determining factor in whether an entity should be included within the consolidated financial statements. The standard provides additional guidance to assist in determining control where this is difficult to assess. This new standard might impact the entities that a group consolidates as its subsidiaries.

Amendments to IFRS 9 – Financial Instruments (2011) (effective 1 January 2015) - The IASB has published an amendment to IFRS 9, 'Financial instruments', that delays the effective date to annual periods beginning on or after 1 January 2015. The original effective date was for annual periods beginning on or after from 1 January 2013. This amendment is a result of the board extending its timeline for completing the remaining phases of its project to replace IAS 39 (for example, impairment and hedge accounting) beyond June 2011, as well as the delay in the insurance project. The amendment confirms the importance of allowing entities to apply the requirements of all the phases of the project to replace IAS 39 at the same time. The requirement to restate comparatives and the disclosures required on transition have also been modified.

IFRS 11 – Joint arrangements (effective 1 January 2013) - This standard provides for a more realistic reflection of joint arrangements by focusing on the rights and obligations of the arrangement, rather than its legal form. There are two types of joint arrangements: joint operations and joint ventures. Joint operations arise where a joint operator has rights to the assets and obligations relating to the arrangement and hence accounts for its interest in assets, liabilities, revenue and expenses. Joint ventures arise where the joint operator has rights to the net assets of the arrangement and hence equity accounts for its interest. Proportional consolidation of joint ventures is no longer allowed.

IFRS 12 – Disclosures of interests in other entities (effective 1 January 2013) - This standard includes the disclosure requirements for all forms of interests in other entities, including joint arrangements, associates, special purpose vehicles and other off balance sheet vehicles.

IFRS 13 – Fair value measurement (effective 1 January 2013) - This standard aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements, which are largely aligned between IFRSs and US GAAP, do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards within IFRSs or US GAAP.

IAS 27 (revised 2011) – Separate financial statements (effective 1 January 2013) - This standard includes the provisions on separate financial statements that are left after the control provisions of IAS 27 have been included in the new IFRS 10.

IAS 28 (revised 2011) – Associates and joint ventures (effective 1 January 2013) - This standard includes the requirements for joint ventures, as well as associates, to be equity accounted following the issue of IFRS 11.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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Amendments to IAS 32 – Financial Instruments: Presentation (effective 1 January 2014) - The IASB has issued amendments to the application guidance in IAS 32, 'Financial instruments: Presentation', that clarify some of the requirements for offsetting financial assets and financial liabilities on the balance sheet. However, the clarified offsetting requirements for amounts presented in the statement of financial position continue to be different from US GAAP.

Amendment to the transition requirements in IFRS 10, 'Consolidated financial statements', IFRS 11, 'Joint Arrangements', and IFRS 12, 'Disclosure of interests in other entities' (effective 1 January 2013) - The amendment clarifies that the date of initial application is the first day of the annual period in which IFRS 10 is adopted – for example, 1 January 2013 for a calendar-year entity that adopts IFRS 10 in 2013. Entities adopting IFRS 10 should assess control at the date of initial application; the treatment of comparative figures depends on this assessment.

The amendment also requires certain comparative disclosures under IFRS 12 upon transition.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**2.2 Consolidation**

**2.2.1 Subsidiaries**

Subsidiary entities are all entities over which the University has the power, directly or indirectly, to exercise control. Control is the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. All subsidiaries are consolidated. Subsidiaries are consolidated with effect from the date on which effective control is transferred to the University and are no longer consolidated with effect from the date that control ceases.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the University. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any minority interest. The excess of the cost of acquisition over the fair value of the University's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the statement of comprehensive income.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

**2.2.2 Associates**

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.



**UNIVERSITY OF JOHANNESBURG  
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**2.2.2 Associates (Continue)**

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

**2.2.3 Joint Ventures**

Joint Ventures are all entities over which the University has significant influence but not control. Investments in joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in joint ventures includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its joint ventures' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Unrealised gains on transactions between the University and its joint ventures are eliminated to the extent of the University's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the University.

In the event that joint control is lost over a jointly controlled entity that is accounted for using the equity method, no re-measurement of the retained interest to fair value is performed

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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**2.3 Fund allocation**

Equity is divided into the following categories:

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

**2.3.1 Utilised funds**

These are funds utilised for acquisitions of property, plant and equipment.

**2.3.2 Available funds**

Available funds are divided into two categories:

- Available funds, restricted use

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

- National Research Foundation and similar funds – restricted use
- Endowment funds – restricted use
- Bursaries and scholarship funds – restricted use
- Residences funds
- Funds attributable to fair value adjustments

- Available funds, unrestricted use

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

a) Designated-use funds

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

- Designated funds
  - Personal research funds
  - Departmental reserve funds
  - Departmental bursaries funds
  - Division reserve funds
  - Bursaries and scholarships
  - Maintenance of property, plant and equipment
  - Replacement of plant and equipment
  - Acquisition of library and art collections

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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**2.3 Fund allocation** (continued)

**2.3.2 Available funds** (continued)

a) Designated-use funds (continued)

- Committed funds
  - Capital projects
  - Future pension fund shortfalls

b) Undesignated-use funds

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

**2.4 Foreign currency translation**

a) Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

b) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within 'other operating expenses'.

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**2.5 Property and equipment**

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Library purchases are written off in the year of acquisition.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

|   |                 |
|---|-----------------|
| Buildings                                   | 80 to 100 years |
| Lifts                                       | 40 years        |
| Air conditioners and air-conditioner plants | 15 years        |
| Gas boilers                                 | 15 years        |
| Electric generators                         | 15 years        |
| Furniture and equipment                     | 10 years        |
| Computer equipment                          | 5 years         |
| Vehicles                                    | 8 years         |
| Network and mainframe computer equipment    | 4 years         |

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which they are incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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**2.5 Property and equipment (continued)**

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit.

**2.6 Intangible assets**

**a) Artwork**

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

**b) Computer software**

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years.

**2.7 Impairment of non-financial assets**

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

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**2.8 Financial assets**

**2.8.1 Classification**

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

**a) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

**b) Available-for-sale financial assets**

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

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

**2.8.2 Recognition and measurement**

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

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

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the statement of comprehensive income as 'income from investments'.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**2.8.3 Impairment of financial assets**

**(a) Assets carried at amortised cost**

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) of the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the consolidated statement of comprehensive income.

**(b) Assets classified as available-for-sale**

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10% of the value of the investment over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
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**2.8.4 Offsetting financial instruments**

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

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.

**2.9 Inventories**

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

**2.10 Cash and cash equivalents**

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

**2.11 Trade payables, accruals and other payables**

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

**2.12 Borrowings**

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.



**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
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**2.13 Pension obligations**

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

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

In determining whether the University has access to a surplus on the plans the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**2.13 Pension obligations (continued)**

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

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

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

**2.14 Post-retirement medical benefits**

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand and Vista University. The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

**2.15 Revenue recognition**

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measureable until all contingencies relating to the activity have been resolved.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
for the year ended 31 December 2012**

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**2.15 Revenue recognition (continued)**

**2.15.1 Tuition and other fee income**

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

**2.15.2 State appropriations – subsidies and grants**

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

**2.15.3 Research income**

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

**2.15.4 Donations**

Donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

**2.15.5 Other income**

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

**2.15.6 Dividends and interest receivable**

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

**2.15.7 Income received for designated purposes**

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

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**2.15.7 Income received for designated purposes (continue)**

**2.15.7.1 Grants with specific conditions**

Grants with specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc

Private gifts, grants and donations are recognised as income at the fair value of the consideration received or receivable in the period to which they relate. Any such income is recognised as income in the financial period when the University is entitled to use those funds. Therefore, funds that will not be used until some specified future period or occurrence, are deferred to deferred income and released to the income statement as the University becomes entitled to the funds.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore it is recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of financial position.

**2.15.7.2 Grants with no specific conditions**

Grants with no specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, are transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

**2.15.8 Rental income**

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
for the year ended 31 December 2012**

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**2.16 Accounting for leases**

**2.16.1 Operating lease**

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

**2.16.2 Finance lease**

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

**2.16.3 Government grants**

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

**2.17 Derivative financial instruments**

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

**2.18 Provisions**

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

**2.19 Tax**

The University is exempt from tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

**UNIVERSITY OF JOHANNESBURG**  
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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
for the year ended 31 December 2012

**3 Property and equipment**

|  | <b>Vehicles</b> | <b>Network &amp; Mainframes</b> | <b>Computer Hardware</b> | <b>Furniture &amp; Fittings</b> | <b>Land &amp; Buildings</b> | <b>Building Equipment</b> | <b>Total</b>     |
|--|-----------------|---------------------------------|--------------------------|---------------------------------|-----------------------------|---------------------------|------------------|
|  | <b>R'000</b>    | <b>R'000</b>                    | <b>R'000</b>             | <b>R'000</b>                    | <b>R'000</b>                | <b>R'000</b>              | <b>R'000</b>     |
| <b>2012</b>  |                 |                                 |                          |                                 |                             |                           |                  |
| <b>Cost as at 1 January 2012</b>                       | 21 017          | 22 704                          | 29 970                   | 195 750                         | 1 323 338                   | 60 248                    | 1 653 027        |
| Additions during the year                              | 4 814           | 15 065                          | 1 479                    | 39 252                          | 101 708                     | 844                       | 163 162          |
| Adjustment   | (230)           | -                               | (30)                     | (21)                            | (102 675)                   | -                         | (102 956)        |
| Reclassifications                                      | -               | -                               | -                        | (31)                            | -                           | 31                        | -                |
| Disposals during the year                              | (1 180)         | (1 192)                         | (786)                    | (1 658)                         | (79)                        | (14)                      | (4 909)          |
| <b>Cost as at 31 December 2012</b>                     | <b>24 421</b>   | <b>36 577</b>                   | <b>30 633</b>            | <b>233 292</b>                  | <b>1 322 292</b>            | <b>61 109</b>             | <b>1 708 324</b> |
| Accumulated depreciation                               |                 |                                 |                          |                                 |                             |                           |                  |
| Accumulated depreciation as at 1 January 2012          | (10 628)        | (14 147)                        | (15 412)                 | (72 769)                        | (229 477)                   | (12 236)                  | (354 669)        |
| Current year depreciation                              | (2 098)         | (5 410)                         | (5 594)                  | (8 489)                         | (23 911)                    | (19 152)                  | (64 654)         |
| Depreciation on disposal made during the year          | -               | -                               | -                        | -                               | 7                           | (11)                      | (4)              |
| Depreciation on reclassifications                      | 895             | 1 191                           | 658                      | 1 508                           | 7 819                       | 25                        | 12 096           |
| <b>Accumulated depreciation as at 31 December 2012</b> | <b>(11 831)</b> | <b>(18 366)</b>                 | <b>(20 348)</b>          | <b>(79 750)</b>                 | <b>(245 562)</b>            | <b>(31 374)</b>           | <b>(407 231)</b> |
| <b>Net carrying amount</b>                             |                 |                                 |                          |                                 |                             |                           |                  |
| Cost as at 31 December 2012                            | 24 421          | 36 577                          | 30 633                   | 233 292                         | 1 322 292                   | 61 109                    | 1 708 324        |
| Accumulated depreciation as at 31 December 2012        | (11 831)        | (18 366)                        | (20 348)                 | (79 750)                        | (245 562)                   | (31 374)                  | (407 231)        |
| <b>Net carrying amount as at 31 December 2012</b>      | <b>12 590</b>   | <b>18 211</b>                   | <b>10 285</b>            | <b>153 542</b>                  | <b>1 076 730</b>            | <b>29 735</b>             | <b>1 301 093</b> |

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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3 Property and equipment (continued)

2011

Cost as at 1 January 2011

|                           |         |        |         |         |           |        |           |
|---------------------------|---------|--------|---------|---------|-----------|--------|-----------|
| Additions during the year | 17 482  | 17 766 | 27 762  | 167 656 | 1 483 722 | 56 891 | 1 771 279 |
| Adjustment                | 4 761   | 5 375  | 4 355   | 31 719  | 139 616   | 3 341  | 189 167   |
| Reclassifications         | -       | -      | -       | -       | (300 000) | -      | (300 000) |
| Disposals during the year | (1 226) | (437)  | (2 147) | (16)    | -         | 16     | -         |
|                           |         |        |         | (3 609) | -         | -      | (7 419)   |

Cost as at 31 December 2011

|   |          |          |          |          |           |         |           |
|---|----------|----------|----------|----------|-----------|---------|-----------|
|   | 21 017   | 22 704   | 29 970   | 195 750  | 1 323 338 | 60 248  | 1 653 027 |
| Accumulated depreciation                      | (10 157) | (10 162) | (11 779) | (55 575) | (206 621) | (5 608) | (299 902) |
| Accumulated depreciation as at 1 January 2011 | (1 627)  | (4 376)  | (5 699)  | (18 744) | (22 856)  | (6 628) | (59 930)  |
| Current year depreciation                     | -        | -        | -        | -        | -         | -       | -         |
| Depreciation on disposal made during the year | 1 156    | 391      | 2 066    | 1 550    | -         | -       | 5 163     |
| Depreciation on reclassifications             | -        | -        | -        | -        | -         | -       | -         |

Accumulated depreciation as at 31 December 2011

|   |          |          |          |          |           |          |           |
|---|----------|----------|----------|----------|-----------|----------|-----------|
|   | (10 628) | (14 147) | (15 412) | (72 769) | (229 477) | (12 236) | (354 669) |
| Net carrying amount                             |          |          |          |          |           |          |           |
| Cost as at 31 December 2011                     | 21 017   | 22 704   | 29 970   | 195 750  | 1 323 338 | 60 248   | 1 653 027 |
| Accumulated depreciation as at 31 December 2011 | (10 628) | (14 147) | (15 412) | (72 769) | (229 477) | (12 236) | (354 669) |
| Net carrying amount as at 31 December 2011      | 10 389   | 8 557    | 14 558   | 122 981  | 1 093 861 | 48 012   | 1 298 358 |

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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4 Intangible assets

|  | Artwork<br>2012<br>R'000 | Computer<br>Software<br>2012<br>R'000 | Total<br>2012<br>R'000 | Artwork<br>2011<br>R'000 | Computer<br>Software<br>2011<br>R'000 | Total<br>2011<br>R'000 |
|--|--------------------------|---------------------------------------|------------------------|--------------------------|---------------------------------------|------------------------|
| <b>Year ended 31 December</b>                |                          |                                       |                        |                          |                                       |                        |
| <b>Cost</b>                                  |                          |                                       |                        |                          |                                       |                        |
| Opening cost                                 | 1 147                    | 31 761                                | 32 908                 | 1 583                    | 29 547                                | 31 130                 |
| Additions                                    | 137                      | 1 325                                 | 1 462                  | -                        | 2 214                                 | 2 214                  |
| Disposal                                     | -                        | -                                     | -                      | -                        | -                                     | -                      |
| Write-off                                    | -                        | (64)                                  | (64)                   | (436)                    | -                                     | (436)                  |
| <b>Total cost</b>                            | <b>1 284</b>             | <b>33 022</b>                         | <b>34 306</b>          | <b>1 147</b>             | <b>31 761</b>                         | <b>32 908</b>          |
| <b>Amortisation</b>                          |                          |                                       |                        |                          |                                       |                        |
| Opening balance                              | -                        | (27 196)                              | (27 196)               | -                        | (23 734)                              | (23 734)               |
| Amortisation charge for the year             | -                        | (3 178)                               | (3 178)                | -                        | (3 462)                               | (3 462)                |
| Amortisation on disposals                    | -                        | 32                                    | 32                     | -                        | -                                     | -                      |
| <b>Total accumulated amortisation</b>        | <b>-</b>                 | <b>(30 342)</b>                       | <b>(30 342)</b>        | <b>-</b>                 | <b>(27 196)</b>                       | <b>(27 196)</b>        |
| <b>Net carrying amount</b>                   |                          |                                       |                        |                          |                                       |                        |
| Cost as at 31 December                       | 1 284                    | 33 022                                | 34 306                 | 1 147                    | 31 761                                | 32 908                 |
| Accumulated depreciation as at 31 December   | -                        | (30 342)                              | (30 342)               | -                        | (27 196)                              | (27 196)               |
| <b>Net carrying amount as at 31 December</b> | <b>1 284</b>             | <b>2 680</b>                          | <b>3 964</b>           | <b>1 147</b>             | <b>4 565</b>                          | <b>5 712</b>           |



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**5 Associates and joint ventures**

**5.1 Investment in associate**

The investment in associate includes the University's 10% interest held in Qualification Verification Services (QVS) (formerly the South African Qualifications Authentication Authority (SAQAA)), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Cost of investment – 1 January                                       | -                     | -                     |
| Plus: Additional shareholding acquired                               | 900                   | -                     |
| Plus: share of associate's post tax income                           | -                     | -                     |
| Less: dividend distribution received                                 | -                     | -                     |
| Plus/(minus) share of items recognised in other comprehensive income | -                     | -                     |
| Cost of investment – 31 December                                     | <u>900</u>            | <u>-</u>              |

The University acquired an additional 5% shareholding in QVS in the current financial period for an amount of R 900.

|                   |       |      |
|-------------------|-------|------|
| Assets            | 107   | 66   |
| Liabilities       | 396   | 161  |
| Revenue           | 548   | 13   |
| Loss for the year | (298) | (49) |

The value of the University's investment as at 31 December 2012 is R 553 (2011: Rnul)

**5.2 Investment in associate**

In 2011 the investment in joint venture included the University's 55% interest held in Photovoltaic Intellectual Property (Pty) Ltd (PTIP), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

In 2012 UJ's shareholding diluted from 55% to 27.64% due to additional shares issued by PTIP to a third party. Thus the investment in PTIP should be classified as an associate in the current financial period as the University does not have joint control, but rather significant influence over the entity.

|  |              |              |
|--|--------------|--------------|
| Cost of investment – 1 January                                       | 9 141        | 9 141        |
| Plus: share of associate's post tax income                           | -            | -            |
| Less: dividend distributions received                                | -            | -            |
| Plus/(minus) share of items recognised in other comprehensive income | -            | -            |
| Cost of investment – 31 December                                     | <u>9 141</u> | <u>9 141</u> |

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

|                   |        |         |
|-------------------|--------|---------|
| Assets            | 35 369 | 13 185  |
| Liabilities       | 37 225 | 13 115  |
| Revenue           | 1 955  | -       |
| Loss for the year | (496)  | (2 139) |

The value of the University's investment in PTIP as at 31 December 2012 is R 6 506 (2011: R7 002).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
for the year ended 31 December 2012

6 Available-for-sale financial assets

|  | Cost             | Market Value     | Cost             | Market Value     |
|--|------------------|------------------|------------------|------------------|
|  | 2012             | 2012             | 2011             | 2011             |
|  | R'000            | R'000            | R'000            | R'000            |
| Opening balance 1 January  | 1 961 678        | 2 198 763        | 1 951 179        | 2 180 331        |
| Cost of additions during the year  | 4 090 293        | 4 087 090        | 4 786 556        | 4 794 759        |
| Disposals during the year  | (3 760 736)      | (3 760 730)      | (4 776 057)      | (4 780 719)      |
| Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments' | -                | (135 405)        | -                | (64 240)         |
| Increase / (decrease) in market value recognised in other comprehensive income                   | -                | 273 382          | -                | 68 632           |
|  | <b>2 291 235</b> | <b>2 663 100</b> | <b>1 961 678</b> | <b>2 198 763</b> |

There was no impairment of available-for-sale financial assets in 2012 and 2011.

Available-for-sale financial assets include the following:

|                                |                  |                  |                  |                  |
|--------------------------------|------------------|------------------|------------------|------------------|
| Government bonds and stocks    | 174 685          | 184 307          | 219 078          | 224 988          |
| Listed - stocks and debentures | 336 781          | 363 126          | 213 599          | 222 460          |
| Listed - shares                | 1 350 906        | 1 682 921        | 1 124 355        | 1 332 974        |
| Fixed deposits                 | 98 927           | 104 798          | 82 322           | 87 673           |
| Unlisted - shares              | 2 073            | 2 073            | 2 073            | 2 073            |
| Other deposits                 | 275 918          | 273 930          | 270 988          | 279 332          |
| Other loans                    | 49 708           | 49 708           | 21 176           | 21 176           |
| Endowment policies             | 2 237            | 2 237            | 28 087           | 28 087           |
|                                | <b>2 291 235</b> | <b>2 663 100</b> | <b>1 961 678</b> | <b>2 198 763</b> |

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies, including discounted cash flow analysis, as at 31 December 2012. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale. None of these financial assets is either past due or impaired.

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**7 Inventories**

|                     | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---------------------|-----------------------|-----------------------|
| Consumables at cost | 5 309                 | 4 247                 |
|                     | <b>5 309</b>          | <b>4 247</b>          |

The cost of inventories recognised as expense and included in 'other operating expenses' amounted to 23 404 (2011: 21 102).

**8 Receivables and prepayments**

|   | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---|-----------------------|-----------------------|
| Student receivables                       | 398 185               | 191 030               |
| Less: Provision for impairment            | (112 748)             | (88 564)              |
| Student receivables - net carrying amount | 285 437               | 102 466               |
| Other receivables                         | 57 446                | 22 436                |
| Advances and pre-payments                 | 11 571                | 9 112                 |
| Deposits                                  | 444                   | -                     |
| Staff loans, receivables and advances     | 235                   | 10                    |
| Value Added Tax                           | 978                   | 396                   |
| Other receivables - net carrying amount   | 37 822                | 6 578                 |
| Other receivables                         | 42 049                | 9 867                 |
| Less: Provision for impairment            | (4 227)               | (3 289)               |
| Interest and dividends receivable         | 6 396                 | 6 340                 |
|   | <b>342 883</b>        | <b>124 902</b>        |

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 22.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**8 Receivables and prepayments (continued)**

**Student receivables:**

As of 31 December 2012, student receivables of R0 (2011: R0) were fully performing.

As of 31 December 2012, student receivables of R 285 437 (2011: R102 466) were past due but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

|  | <b>2012</b>    | <b>2011</b>    |
|--|----------------|----------------|
|  | <b>R'000</b>   | <b>R'000</b>   |
| The ageing of these receivables is as follows: |                |                |
| Students enrolled in current year              | 285 437        | 102 466        |
| Students enrolled in prior years               | -              | -              |
|  | <u>285 437</u> | <u>102 466</u> |

As of 31 December 2012, student receivables of R 112 748 (2011: R88 564) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It was assessed that a portion of the student receivables is expected to be recovered.

The ageing of this provision is as follows:

|   |                |               |
|---|----------------|---------------|
| Students enrolled in current year         | 54 561         | 46 545        |
| Students enrolled in prior year           | 38 372         | 27 036        |
| Students enrolled more than two years ago | 19 815         | 14 983        |
|   | <u>112 748</u> | <u>88 564</u> |

Movements on the provision for impairment of student receivables are as follows:

|  |                |               |
|--|----------------|---------------|
| At 1 January   | 88 564         | 81 700        |
| Provision for impairment                                 | 39 014         | 43 610        |
| Receivables written off during the year as uncollectible | (14 830)       | (36 746)      |
| Unused amounts reversed                                  |                |               |
| At 31 December   | <u>112 748</u> | <u>88 564</u> |

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

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**8 Receivables and prepayments (continued)**

**Other trade receivables:**

As of 31 December 2012, other receivables of R 57 446 (2011: R22 436) were fully performing.

As of 31 December 2012, other receivables of R0 (2011: R0) were past due but not impaired. These relate to a number of companies or institutions for whom there is no recent history of default.

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| The ageing of these receivables is as follows: |                       |                       |
| Up to 3 months                                 | 57 446                | 22 436                |
| 3 to 6 months                                  |                       |                       |
|  | <u>57 446</u>         | <u>22 436</u>         |

As of 31 December 2012, other trade receivables of R4 227 (2011: R3 289) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of these provision is as follows:

|               |              |              |
|---------------|--------------|--------------|
| 3 to 6 months | 2 627        | 2 621        |
| Over 6 months | 1 600        | 668          |
|               | <u>4 227</u> | <u>3 289</u> |

Movements on the provision for impairment of other trade receivables are as follows:

|  |              |              |
|--|--------------|--------------|
| At 1 January   | 3 289        | 2 201        |
| Provision for impairment                                 | 1 016        | 1 283        |
| Receivables written off during the year as uncollectible | (78)         | (195)        |
| At 31 December   | <u>4 227</u> | <u>3 289</u> |

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

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**9 Cash and cash equivalents**

|  | <b>2012</b>    | <b>2011</b>    |
|--|----------------|----------------|
|  | <b>R'000</b>   | <b>R'000</b>   |
| Call deposits, cash in the bank and cash on hand | 70 696         | 73 260         |
| Short term deposits                              | 118 714        | 286 157        |
|  | <b>189 410</b> | <b>359 417</b> |

The fair value of cash and cash equivalents approximate its carrying amount. The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is discussed in note 22.

The following cessions in favour of ABSA Bank are in place:

|  |       |       |
|--|-------|-------|
| ABSA fixed deposit   | 110   | 110   |
| ABSA fixed deposit   | 1,250 | 1,250 |
| Erf 3, Uitsaaisentrum, IR Gauteng                          | 5,000 | 5,000 |
| Portion 684, Doornfontein, IR Transvaal                    | 2,000 | 2,000 |
| Erf 636, Doornfontein, IR Transvaal                        | 2,000 | 2,000 |
| Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal | 2,280 | 2,280 |

**10 Borrowings**

|  |               |               |
|--|---------------|---------------|
| Long-term borrowings                               | 39 357        | 43 213        |
| Current portion transferred to current liabilities | (2 954)       | (1 774)       |
|  | <b>36 403</b> | <b>41 439</b> |

|  |       |       |
|--|-------|-------|
| a) <i>Government loans secured by increment guarantees</i> | 4 693 | 5 009 |
|--|-------|-------|

Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.

|  |       |       |
|--|-------|-------|
| b) <i>Loans secured by Government guarantees</i> | 4 759 | 7 210 |
|--|-------|-------|

Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.

|                               |        |        |
|-------------------------------|--------|--------|
| c) <i>Other secured loans</i> | 29 905 | 30 994 |
|-------------------------------|--------|--------|

Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings (note 5).

|  |               |               |
|--|---------------|---------------|
|  | <b>39 357</b> | <b>43 213</b> |
|--|---------------|---------------|

The register of securities details can be obtained at the University's registered office.

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**10 Borrowings (continued)**

The exposure of the University's borrowings to interest rate changes and the contractual reprising dates at the reporting dates are as follows:

|                       | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|-----------------------|-----------------------|-----------------------|
| Up to 1 year          | 2 954                 | 1 774                 |
| Between 1 and 2 years | 4 437                 | 2 954                 |
| Between 2 and 5 years | 20 593                | 17 697                |
| After 5 years         | 11 373                | 20 788                |
|                       | <u>39 357</u>         | <u>43 213</u>         |
| Less: current portion | <u>(2 954)</u>        | <u>(1 774)</u>        |
|                       | <u>36 403</u>         | <u>41 439</u>         |

The fair value is determined using a discounted cash flow analysis based on market observable inputs. The majority of the loans carry variable interest rates which are considered to be market related.

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

**11 Students deposits received and income received in advance**

|                              | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|------------------------------|-----------------------|-----------------------|
| At 1 January                 | 108 436               | 75 723                |
| Deferred during year         | (34 446)              | 37 087                |
| Credited to income statement | <u>(13 343)</u>       | <u>(4 374)</u>        |
| At 31 December               | <u>60 647</u>         | <u>108 436</u>        |

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**12 Government grant**

The Minister of Higher Education has approved student enrolment plans for all higher education institutions for the period up to 2012. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

|                                       | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---------------------------------------|-----------------------|-----------------------|
| Opening balance as at 1 January       | 81 000                | 391 000               |
| Grant received during the year        | 45 418                | -                     |
| Grant utilised to reduce the cost     | -                     | (300 000)             |
| Grant utilised for operating expenses | -                     | (10 000)              |
|                                       | <u>126 418</u>        | <u>81 000</u>         |

**13 Trade payables, accruals and other liabilities**

|                   |                |                |
|-------------------|----------------|----------------|
| Trade payables    | 175 622        | 157 147        |
| Accruals          | 43 988         | 31 682         |
| Leave pay accrual | 67 704         | 66 581         |
| Bonus accrual     | 24 629         | 22 427         |
|                   | <u>311 943</u> | <u>277 837</u> |

The fair values for trade payables, accruals and other liabilities above approximate their book values.

**14 Personnel costs**

|  |                  |                  |
|--|------------------|------------------|
| Academic Professional                  | 723 037          | 665 249          |
| Other Personnel                        | 627 902          | 579 897          |
| Other post retirement                  | 31 659           | 28 390           |
| Pension cost - defined contribution    | 74 885           | 82 030           |
| Pension cost - defined benefit         | 11 348           | 11 914           |
| Pension cost - defined benefit surplus | -                | (26 171)         |
|  | <u>1 468 831</u> | <u>1 341 309</u> |

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

|             |       |       |
|-------------|-------|-------|
| - Full time | 3 037 | 2 928 |
| - Part time | 3 008 | 3 035 |



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**15 Post-employment benefits**

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Post-retirement medical benefits (note 15.1) | 182 080               | 183 738               |
| NTRF pension fund obligation (note 15.2.1)   | -                     | -                     |
|  | <u>182 080</u>        | <u>183 738</u>        |
| UJ pension fund surplus (Note 15.2.2)        | 55 829                | 53 665                |

**15.1 Post-retirement medical benefits**

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement of these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2012.

|                                 | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---------------------------------|-----------------------|-----------------------|
| Present value of the obligation | 182 080               | 183 738               |
|                                 | <u>182 080</u>        | <u>183 738</u>        |

*Reconciliation of the movement in the defined benefit obligation:*

|   |                |                |
|---|----------------|----------------|
| Present value of obligation: beginning of the year          | 183 738        | 155 348        |
| Current service cost  | 5 374          | 4 657          |
| Interest cost   | 14 884         | 12 946         |
| Benefit paid  | (6 202)        | (5 687)        |
| Net actuarial loss recognised in other comprehensive income | (15 714)       | 16 474         |
| Present value of obligation: end of year                    | <u>182 080</u> | <u>183 738</u> |

*Reconciliation of amounts recognised in the statement of comprehensive income:*

|                      |               |               |
|----------------------|---------------|---------------|
| Current service cost | 5 374         | 4 657         |
| Interest cost        | 14 884        | 12 946        |
| Annual expense       | <u>20 258</u> | <u>17 603</u> |

|                             |            |            |
|-----------------------------|------------|------------|
| Active members (in service) | 177        | 380        |
| Continuation members        | 242        | 240        |
|                             | <u>419</u> | <u>620</u> |

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In the estimating the unfunded liability for post-employment medical care, the following assumptions are made:

| Effective date of assumptions | 31 Dec 2012 | 31 Dec 2011 |
|-------------------------------|-------------|-------------|
| Post retirement plan          |             |             |
| Discount rate                 | 8.75%       | 8.25%       |
| Health care cost inflation    | 8.75%       | 7.50%       |
| Continuation of membership    | 100%        | 100%        |
| Normal retirement age         | 65Yrs       | 65Yrs       |
| Expected retirement age       | 65Yrs       | 65Yrs       |

**15.2 Pension obligations**

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2012. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

The University withdrew from the National Tertiary Retirement Fund ('NTRF') with effect from 30 June 2008. The members that form part of this fund are to be transferred to the UJ defined benefit pension plan under a Section 14 transfer which is governed by the Pension Funds Act (Act 24 of 1956). During the financial year this transfer was completed, as a result there is no disclosure for the NTRF Pension Fund as at 31 December 2012.

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**15.2 Pension obligations (continued)**

|  | <b>2012<br/>NTRF<br/>R'000</b> | <b>2011<br/>NTRF<br/>R'000</b> |
|--|--------------------------------|--------------------------------|
| <b><i>Balance at end of the year</i></b>   |                                |                                |
| Present value of the obligation  | -                              | -                              |
| Fair value of plan assets  | -                              | -                              |
| Defined benefit obligation at 31 December  | -                              | -                              |
| <b><i>Reconciliation of the movement in the defined benefit obligation:</i></b>              |                                |                                |
| Present value of obligation: beginning of the year   | -                              | (7 857)                        |
| IAS 19.58(a) limited removed   | -                              | -                              |
| Contributions paid   | -                              | -                              |
| Current service cost   | -                              | -                              |
| Interest cost  | -                              | -                              |
| Expected return on plan assets   | -                              | -                              |
| Net actuarial gains/(losses) recognised in other comprehensive income                        | -                              | -                              |
| Transfer to UJ pension fund  | -                              | 7 857                          |
| Balance at year end  | -                              | -                              |
| <b><i>Reconciliation of amounts recognised in the statement of comprehensive income:</i></b> |                                |                                |
| Current service cost   | -                              | -                              |
| Interest cost  | -                              | -                              |
| Expected return  | -                              | -                              |
| Number of members  | -                              | -                              |
| <b><i>The principal assumptions used for accounting purposes were as follows:</i></b>        |                                |                                |
| General inflation rate   | 6.50%                          | 0.00%                          |
| Discount rate  | 8.30%                          | 0.00%                          |
| Expected return on investment  | 10.40%                         | 0.00%                          |
| Salary inflation   | 7.50%                          | 0.00%                          |
|  | plus merit                     | plus merit                     |

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15.2 **Pension obligations** (continued)

|  | <b>2012<br/>UJ Pension<br/>Fund<br/>R'000</b> | <b>2011<br/>UJ Pension<br/>Fund<br/>R'000</b> |
|--|---|---|
| <b><i>Balance at end of the year</i></b>                                     |   |   |
| Present value of the obligation  | (727 455)                                     | (671,772)                                     |
| Fair value of plan assets  | 917 577                                       | 815 605                                       |
| Unrecognised surplus due to IAS 19(a) limit                                  | (134 293)                                     | (90 168)                                      |
| Defined benefit surplus at 31 December                                       | <b>55 829</b>                                 | <b>53 665</b>                                 |
| <b><i>Reconciliation of the movement in the defined benefit surplus:</i></b> |   |   |
| Present value of surplus beginning of the year                               | 53 665  | 44 997  |
| Prior year correction  | -   | (1 889)                                       |
| Change in IAS 19.58(a) limit   | (44 125)                                      | (5 024)                                       |
| Contributions paid   | 9 773   | 10 592  |
| Current service cost   | (10 307)                                      | (9 851)                                       |
| Interest cost  | (55 873)                                      | (53 703)                                      |
| Expected return on plan assets   | 80 283  | 73 570  |
| Net actuarial losses recognised in other comprehensive income                | 22 413  | (5 027)                                       |
| Balance at year end  | <b>55 829</b>                                 | <b>53 665</b>                                 |
| <b><i>Reconciliation of the movement in the plan assets</i></b>              |   |   |
| Fair Value of assets as at 1 January   | 815 605                                       | 613 274                                       |
| Asset transfer from NTRF fund  | -   | 169 378                                       |
| Expected return  | 80 283  | 73 570  |
| Contributions  | 15 657  | 16 476  |
| Benefits Paid  | (64 571)                                      | (50 161)                                      |
| Actuarial gain on assets   | 70 603  | (6 932)                                       |
| Fair Value of assets as at 31 December                                       | <b>917 577</b>                                | <b>815 605</b>                                |
| The actual return on plan assets is as follows:                              | 150 886                                       | 66 638  |
| <b><i>Type of assets held:</i></b>   |   |   |
| AIMS   | -   | -   |
| Allan Gray Life Global Balanced  | 284 535                                       | 259 792                                       |
| Sanlam Focus   | 72 208  | 46 674  |
| Sanlam Managed   | 253 181                                       | 239 881                                       |
| Coronation   | 561 860                                       | 485 735                                       |
| Old Mutual Core Growth   | -   | -   |
| Closing balance  | <b>1 171 784</b>                              | <b>1 032 081</b>                              |
| Defined contribution liability   | (255 055)                                     | (198 477)                                     |
| Net current assets   | 848   | (18 000)                                      |
| Asset value  | <b>917 577</b>                                | <b>815 605</b>                                |

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**15.2 Pension obligations (continued)**

|   | <b>2012<br/>UJ Pension<br/>Fund<br/>R'000</b> | <b>2011<br/>UJ Pension<br/>Fund<br/>R'000</b> |
|---|---|---|
| <b><i>Reconciliation of amounts recognised<br/>in the statement of comprehensive<br/>income as part of profit &amp; loss:</i></b>         |   |   |
| Current service cost  | 10 307  | 9 851   |
| Interest cost   | 55 873  | 53 703  |
| Expected return   | (80 283)                                      | (73 570)                                      |
|   | <u>(14 103)</u>                               | <u>(10 016)</u>                               |
| Number of members   | 202   | 216   |
| <b><i>Reconciliation of amounts recognised<br/>in statement of comprehensive income<br/>as part of profit &amp; loss</i></b>              |   |   |
| Net actuarial losses recognised   | (13 912)                                      | (5 027)                                       |
| Change in IAS 19.58(a) limit  | (44 066)                                      | (5 024)                                       |
|   | <u>(57 978)</u>                               | <u>(10 051)</u>                               |
| The principal assumptions used for<br>accounting purposes were as follows:  |   |   |
| General inflation rate  | 6.50%   | 6.10%   |
| Discount rate   | 8.30%   | 8.70%   |
| Expected return on investment   | 10.40%  | 16.10%  |
| Salary inflation  | 7.5% plus merit                               | 7.1% plus merit                               |
| UJ's best estimate of contributions<br>expected to be paid to the plan during the<br>annual period beginning after balance<br>sheet date: | -   | 26 885  |

Amounts for the latest actuarial valuation and previous four periods are as follows:

|                               | <u>2008</u>    | <u>2009</u>    | <u>2010</u>    | <u>2011</u>    | <u>2012</u>    |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|
| Defined benefit obligation    | 140 046        | 151 117        | 155 348        | 183 738        | 182 081        |
| Fair value of plan assets     | (33 461)       | (37 399)       | (44 997)       | (53 665)       | (55 829)       |
| Retirement benefit obligation | <u>106 585</u> | <u>113 718</u> | <u>110 351</u> | <u>130 073</u> | <u>126 252</u> |

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**15.3 Disability Fund**

The University provides pre-retirement Disability benefits to certain qualifying employees in the form of continued disability income. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2012.

|  | <b>2012<br/>UJ Disability<br/>Fund<br/>R'000</b> | <b>2011<br/>UJ Disability<br/>Fund<br/>R'000</b> |
|--|--|--|
| <b>Reconciliation of the movement in the defined benefit obligation:</b> |  |  |
| Present value of obligation: 1 January                                   | 15 547   | 12 562   |
| Current service cost   | 2 095  | 1 109  |
| Interest cost  | 1 346  | 1 064  |
| Benefit paid   | (1 881)  | (1 480)  |
| Net actuarial (gains)/losses recognised in other comprehensive income    | 11 422   | 2 292  |
| Present value of obligation: 31 December                                 | <u>28 529</u>                                    | <u>15 547</u>                                    |
| <b>Reconciliation of the movement in the plan assets:</b>                |  |  |
| Present value of asset: 1 January  | 78 005   | 67 434   |
| Expected return  | 7 910  | 5 707  |
| Contributions (net of reinsurance premiums)                              | 5 391  | 1 109  |
| Benefit (net of reinsurance premiums)                                    | (1 881)  | (1 480)  |
| Actuarial gain/(loss) on assets  | 7 548  | 5 235  |
| Value of asset: 31 December  | <u>96 973</u>                                    | <u>78 005</u>                                    |
| Disability claimants   | 47 206   | 31 657   |
| Less: Reinsurance  | <u>(18 677)</u>                                  | <u>(16 010)</u>                                  |
| <b>Present value of obligations</b>                                      | <b>28 529</b>                                    | <b>15 547</b>                                    |
| Less: Fair value of assets   | <u>(96 973)</u>                                  | <u>(78 005)</u>                                  |
| <b>(Surplus) / Deficit</b>   | <b><u>(68 444)</u></b>                           | <b><u>(62 358)</u></b>                           |
| <b>Claimants</b>   |  |  |
| Number of members  | 17   | 18   |
| Annual benefit   | 4 836  | 4 662  |
| Annual reinsured benefit   | 2 955  | 3 182  |
| Benefit weighted average service   | 51.9 years                                       | 56.3 years                                       |

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**15.3 Disability Fund (continued)**

|  |        |        |
|--|--------|--------|
| Effective date of assumptions  | 2012   | 2011   |
| <b>The principal assumptions used for accounting purposes were as follows:</b> |        |        |
| General inflation rate   | 6.40%  | 6.10%  |
| Discount rate  | 7.40%  | 8.70%  |
| Expected investment return   | 10.40% | 10.10% |
| Expected increase in benefits  | 7.40%  | 7.10%  |

The fund is not registered with the FSB

The benefits of the fund are payable to the current claimant under the fund. The fund liability is reduced by the payments received from the reinsurers. As the University has not obligation to make any payments to the fund nor does it have a right to any of the benefits, no amounts will be recognised in the financial statements of the University

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**16 Other operating expenses**

The following items are included in 'other operating expenses':

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Auditors remuneration                                      | 12 099                | 9 660                 |
| - external audit   | 6 814                 | 4 334                 |
| - internal audit   | 4 965                 | 4 751                 |
| - non-audit services                                       | 320                   | 575                   |
| Advertising and marketing                                  | 24 324                | 22 824                |
| Cartridges   | 5 370                 | 4 181                 |
| Cleaning   | 46 480                | 44 509                |
| Conference Registration Fees                               | 6 023                 | 6 135                 |
| Consulting and contract costs                              | 45 279                | 65 281                |
| Consumables - support services                             | 942                   | 1 263                 |
| Data lines   | 3 518                 | 9 511                 |
| Discount on Tuition Fees                                   | 10 355                | 9 645                 |
| Entertainment  | 34 007                | 30 114                |
| Expenses relating to library book acquisitions written off | 34 972                | 33 485                |
| Foreign exchange (gains)/losses                            | 843                   | 863                   |
| Fuel, Oil and Gas  | 3 038                 | 5 593                 |
| Grants and donations                                       | 34 240                | 23 116                |
| Hire/Rental  | 25 820                | 16 939                |
| Insurance  | 6 547                 | 6 861                 |
| Medical Aid Pensioners                                     | 6 331                 | 5 963                 |
| Municipal rates and taxes                                  | 105 203               | 91 215                |
| Non-capitalisable assets                                   | 54 574                | 34 261                |
| Operating leases   |                       |                       |
| - Equipment and vehicles                                   | 23 091                | 32 041                |
| Printing   | 31 356                | 44 433                |
| Repair and maintenance expenses                            | 80 284                | 77 942                |
| Security   | 31 972                | 31 685                |
| Software licenses  | 25 996                | 17 401                |
| Stationery   | 5 383                 | 5 137                 |
| Student and staff development                              | 22 686                | 14 646                |
| Teaching and lab consumables                               | 20 545                | 19 876                |
| Telephone and fax  | 6 351                 | 5 236                 |
| Travel International                                       | 57 761                | 53 917                |
| Uniforms and Protective Clothing                           | 6 278                 | 6 787                 |
| Unrecoverable debts/amounts written off                    | 61 840                | 20 123                |
| Write Offs   | 1 291                 | 11 598                |
| Immaterial items not listed                                | 89 178                | 62 298                |
|  | <u>923 977</u>        | <u>824 539</u>        |



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**17 Other operating income**

The following items are included in 'other operating income':

|                                | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--------------------------------|-----------------------|-----------------------|
| Hire out of facilities         | 6 611                 | 12 355                |
| Public sales and services      | 31 129                | 17 809                |
| Sundry income                  | 26 024                | 15 044                |
| Donations                      | 152 448               | 92 364                |
| Consultation/Evaluation income | 19 768                | 12 670                |
| Profit on disposal of PPE      | 15 161                | 5 318                 |
| Immaterial items not listed    | 13 255                | 5 648                 |
|                                | <u>264 396</u>        | <u>161 208</u>        |

**18 Income from investments**

|  |                |                |
|--|----------------|----------------|
| Dividend income on available-for-sale financial assets | 40 524         | 40 187         |
| Interest income  | 72 839         | 62 205         |
| Profit on the sale of securities                       | 241 393        | 93 935         |
| Loss on sale of securities                             | (105 993)      | (29 695)       |
| Other  | -              | -              |
|  | <u>248 763</u> | <u>166 632</u> |

**19 Finance income and finance costs**

|                     |               |               |
|---------------------|---------------|---------------|
| Finance cost        |               |               |
| - borrowings        | (5 387)       | (5 774)       |
| Finance income      |               |               |
| - students for fees | 21 368        | 11 620        |
| - current accounts  | 1 215         | 1 564         |
|                     | <u>22 583</u> | <u>13 184</u> |

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**20 Commitments and contingent liabilities**

|   | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---|-----------------------|-----------------------|
| <b>20.1 Commitments</b>                           |                       |                       |
| <i>Commitments – approved, not contracted for</i> | 516 400               | 70 000                |
| <i>Commitments – contracted</i>                   | 88 933                | -                     |

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the financial statements. This expenditure will be financed from designated funds.

*Bank guarantees*

|                            |        |       |
|----------------------------|--------|-------|
| SA Post Office             | 250    | 250   |
| Van Graan & Associates     | -      | 301   |
| City Power of Johannesburg | 110    | 110   |
| Johannesburg City Council  | 174    | 174   |
| Eskom Holdings Limited     | 174    | 174   |
| ABSA Bank Limited          | 1 250  | 1 250 |
| Heynike Inc Attorneys      | 30 780 | -     |

The R30 780 guarantee is in respect of the purchases of the Perskor building and was issued to the attorneys of the seller

*Operating leases*

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

|   |               |               |
|---|---------------|---------------|
| Lease amounts payable within one year                   | 32 564        | 11 651        |
| Lease amounts payable later than one year to five years | 33 276        | 11 621        |
| Total operating lease amounts payable                   | <u>65 840</u> | <u>23 272</u> |

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**21 Cash generated from operations**

|   | <b>2012</b><br><b>R'000</b> | <b>2011</b><br><b>R'000</b> |
|---|-----------------------------|-----------------------------|
| Surplus for the year                                  | 411 263                     | 207 796                     |
| Adjustments for:                                      |                             |                             |
| – Increase in bad debt provision                      | 25 122                      | 7 952                       |
| – Depreciation (note 3)                               | 64 654                      | 59 930                      |
| – Amortisation (note 4)                               | 3 178                       | 3 462                       |
| – Profit on disposal of property, plant and equipment | (15 161)                    | (5 318)                     |
| – Loss on disposal of intangible assets               | -                           | 436                         |
| – Share of income from joint venture (note 5.2)       | -                           | -                           |
| – Finance income (note 19)                            | (22 583)                    | (13 184)                    |
| – Interest income on investments (note 18)            | (72 839)                    | (62 205)                    |
| – Finance cost (note 19)                              | 5 387                       | 5 774                       |
| – Dividends received (note 18)                        | (40 524)                    | (40 187)                    |
| – Profit on sale of shares (note 18)                  | (135 400)                   | (64 240)                    |
| – Current service cost (note 15)                      | (3 821)                     | 11 865                      |
| – Inventory expensed in cost of sales (note 7)        | 23 424                      | 21 102                      |
| – Foreign exchange losses on operating activities     | (843)                       | (863)                       |
| Changes in working capital:                           |                             |                             |
| – receivables and prepayments                         | (217 980)                   | (53 214)                    |
| – trade payables, accruals and other liabilities      | 34 105                      | 11 922                      |
| – student deposits and income received in advance     | (47 791)                    | 32 713                      |
| – inventory   | (1 062)                     | (583)                       |
|   | <u>9 129</u>                | <u>123 158</u>              |

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise

|                              |                |              |
|------------------------------|----------------|--------------|
| Profit on disposal (note 17) | 15 161         | 5 318        |
| Net book amount (note 3)     | <u>(7 187)</u> | <u>2 256</u> |
| Proceeds from disposal       | <u>7 974</u>   | <u>7 574</u> |

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**22 Financial risk management**

***Overview***

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

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

**22.1 Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

**i) Currency risk**

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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**22.1 Market risk (continued)**

**ii) Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a R1 187 million (2011: R2 862 million) interest income influence on an annual basis. This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of R1 187 million (2011: R 2 862 million).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.

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**22.1 Market risk (continued)**

**iii) Price risk**

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

|                 | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|-----------------|-----------------------|-----------------------|
| Listed equities | <b>1 682 921</b>      | 1 332 974             |

For the year ended 31 December 2012, if the FTSE/JSE CAPI index increased/decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be R168 million (2011: R133 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

**22.2 Credit risk**

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

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**22.2 Credit risk (continued)**

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with AAA rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

**i) Student and other receivables**

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

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

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**22.2 Credit risk (continued)**

**i) Student and other receivables (continued)**

Details of the student receivables as at 31 December are:

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Student receivables                            | 398 185               | 191 030               |
| - fully performing                             | -                     | -                     |
| - past due but not impaired (4 months overdue) | 285 437               | 102 466               |
| - impaired (more than 4 months overdue)        | 112 748               | 88 564                |
| Less: Provision for impairment                 | (112 748)             | (88 564)              |
| Student receivables – net carrying amount      | <u>285 437</u>        | <u>102 466</u>        |

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

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2012 are as follows:

|   | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---|-----------------------|-----------------------|
| Other receivables                       | 61 673                | 25 725                |
| - fully performing                      | 57 446                | 22 436                |
| - past due but not impaired             | -                     | -                     |
| - impaired                              | 4 227                 | 3 289                 |
| Less: Provision for impairment          | (4 227)               | (3 289)               |
| Other receivables – net carrying amount | <u>57 446</u>         | <u>22 436</u>         |

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:



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**22.2 Credit risk (continued)**

**i) Student and other receivables (continued)**

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Student receivables                                      |                       |                       |
| At 1 January   | 88 564                | 81 700                |
| Provision for receivables impaired                       | 39 014                | 43 610                |
| Receivables written off during the year as uncollectable | (14 830)              | (36 746)              |
| At 31 December   | <u>112 748</u>        | <u>88 564</u>         |
| Ageing of provision for impairment                       |                       |                       |
| Handed over to collecting agencies – 2009 and older      | -                     | 14 983                |
| Handed over to collecting agencies – 2010                | 19 815                | 27 036                |
| Handed over to collecting agencies – 2011                | 38 372                | 333                   |
| Handed over to collecting agencies – 2012                | -                     | -                     |
| 4 Months overdue   | <u>54 561</u>         | <u>46 212</u>         |
|  | <u>112 748</u>        | <u>88 564</u>         |
| Other receivables  |                       |                       |
| At 1 January   | 3 289                 | 2 201                 |
| Provision for receivables impaired                       | 1 016                 | 1 283                 |
| Receivables written off during the year as uncollectable | (78)                  | (195)                 |
| At 31 December   | <u>4 227</u>          | <u>3 289</u>          |
| Ageing of provision for impairment                       |                       |                       |
| Handed over to the collecting agencies – 2009            | 7                     | 163                   |
| Handed over to the collecting agencies – 2010            | 209                   | 288                   |
| Handed over to the collecting agencies – 2011            | 451                   | 955                   |
| Handed over to the collecting agencies – 2012            | 933                   | -                     |
| Impaired as at reporting date                            | <u>2 627</u>          | <u>1 883</u>          |
|  | <u>4 227</u>          | <u>3 289</u>          |

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

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**22.2 Credit risk (continued)**

**i) Student and other receivables (continued)**

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

**Credit quality of financial assets**

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

|   | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---|-----------------------|-----------------------|
| Trade receivables   |                       |                       |
| Counterparties without external credit rating:  |                       |                       |
| - Current students which will register in 2012/2013.<br>These students are still studying and had no defaults in the past.<br>The University expects them to pay their outstanding fees during the 2011/2012 registration period. | 285 437               | 102 466               |
| - Interest and dividends receivable.<br>This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at AAA rated entities.  | 6 396                 | 6 340                 |
| - Other receivables   |                       |                       |
| Group 1 *   | 37 822                | 6 578                 |
| Group 2*  | -                     | -                     |
|   | <u>329 655</u>        | <u>115 384</u>        |
| Cash and cash equivalents   |                       |                       |
| AAA Ratings:  |                       |                       |
| - Prime South African Banks   | 189 410               | 359 417               |
| Available-for-sales financial assets  |                       |                       |
| AAA ratings:  |                       |                       |
| - Government stocks and bonds   | 184 307               | 224 988               |
| - Listed stocks and debentures  | 363 126               | 222 460               |
| - Listed shares all top 40 companies  | 1 682 921             | 1 332 974             |
| - Fixed and other deposits, prime South African Banks   | 378 728               | 367 005               |
| - Endowment policies, top 40 South African insurance companies  | 2 237                 | 28 087                |
| - Unlisted shares   | 2 073                 | 2 073                 |

\*Group 1 – New customers (less than 2 months).

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**22.3 Liquidity risk**

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyses the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

|                         | <b>Less than<br/>1 year<br/>R'000</b> | <b>Between<br/>1 and 2<br/>Years<br/>R'000</b> | <b>Between<br/>2 and 5<br/>Years<br/>R'000</b> | <b>Over<br/>5 years<br/>R'000</b> |
|-------------------------|---------------------------------------|--|--|-----------------------------------|
| <b>31 December 2012</b> |                                       |  |  |                                   |
| Non-current borrowings  | 2 954                                 | 4 437  | 20 593   | 11 373                            |
| Accounts payable        | 219 610                               |  |  |                                   |
| <b>31 December 2011</b> |                                       |  |  |                                   |
| Non-current borrowings  | 1 774                                 | 2 954  | 17 697   | 20 788                            |
| Accounts payable        | 188 829                               |  |  |                                   |

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**22.4 Capital risk management**

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from available funds.

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**22.5 Financial instruments by category**

The accounting policies for financial instruments have been applied to the line items below:

|   | <b>Loans &amp;<br/>receivables<br/>R'000</b> | <b>Available-<br/>for-sale<br/>R'000</b> | <b>Total<br/>R'000</b>                                     |
|---|--|--|--|
| <b>31 December 2012</b>                             |  |  |  |
| <i>Financial assets</i>                             |  |  |  |
| Available-for-sale financial assets                 | -  | 2 663 100                                | 2 663 100  |
| Trade and other receivables (excluding prepayments) | 329 655                                      | -  | 329 655  |
| Cash and cash equivalents                           | 189 410                                      | -  | 189 410  |
|   |  |  | <b>Financial<br/>liabilities at<br/>amortised<br/>cost</b> |
| <i>Financial liabilities</i>                        |  |  |  |
| Borrowings  |  |  | 36 403   |
| Trade payables                                      |  |  | 219 610  |
| Borrowings included in current liabilities          |  |  | 2 954  |

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**22.5 Financial instruments by category (continued)**

The accounting policies for financial instruments have been applied to the line items below:

|   | <b>Loans &amp;<br/>receivables<br/>R'000</b> | <b>Available-<br/>for-sale<br/>R'000</b> | <b>Total<br/>R'000</b>                                     |
|---|--|--|--|
| <b>31 December 2011</b>                             |  |  |  |
| <i>Financial assets</i>                             |  |  |  |
| Available-for-sale financial assets                 | -  | 2 198 763                                | 2 198 763  |
| Trade and other receivables (excluding prepayments) | 115 384                                      | -  | 115 384  |
| Cash and cash equivalents                           | 359 417                                      | -  | 359 417  |
|   |  |  | <b>Financial<br/>liabilities at<br/>amortised<br/>cost</b> |
| <i>Financial liabilities</i>                        |  |  |  |
| Borrowings  |  |  | 41 439   |
| Trade payables                                      |  |  | 188 829  |
| Borrowings included in current liabilities          |  |  | 1 774  |

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**22.6 Fair value estimation**

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2012:

|                                     | <b>Level 1</b><br><b>R'000</b> | <b>Level 2</b><br><b>R'000</b> | <b>Total</b><br><b>R'000</b> |
|-------------------------------------|--------------------------------|--------------------------------|------------------------------|
| Available-for-sale financial assets |                                |                                |                              |
| - listed shares                     | 1 682 921                      | -                              | 1 682 921                    |
| - listed stocks and debentures      | 363 126                        | -                              | 363 126                      |
| - government stocks and bonds       | 184 307                        | -                              | 184 307                      |
| - fixed deposits                    | -                              | 104 798                        | 104 798                      |
| - unlisted shares                   | -                              | 2 073                          | 2 073                        |
| - other deposits and loans          | -                              | 323 638                        | 323 638                      |
| - endowment policies                | -                              | 2 237                          | 2 237                        |
|                                     | <u>2 230 354</u>               | <u>432 746</u>                 | <u>2 663 100</u>             |

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2011

|                                     | <b>Level 1</b>   | <b>Level 2</b> | <b>Total</b>     |
|-------------------------------------|------------------|----------------|------------------|
| Available-for-sale financial assets |                  |                |                  |
| - listed shares                     | 1 332 974        | -              | 1 332 974        |
| - listed stocks and debentures      | 222 460          | -              | 222 460          |
| - government stocks and bonds       | 224 988          | -              | 224 988          |
| - fixed deposits                    | -                | 87 673         | 87 673           |
| - unlisted shares                   | -                | 2 073          | 2 073            |
| - other deposits and loans          | -                | 300 508        | 300 508          |
| - endowment policies                | -                | 28 087         | 28 087           |
|                                     | <u>1 780 422</u> | <u>418 341</u> | <u>2 198 763</u> |

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

**UNIVERSITY OF JOHANNESBURG  
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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
for the year ended 31 December 2012**

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**23 Related party transactions**

**23.1 Key management personnel**

The following are considered to be related parties to the University:

- University Council members
- Management comprises the members of the Management Executive Committee, Executive Deans of faculties, and Executive Directors of support service departments and Directors of subsidiaries.

*Compensation paid to key management and members of Council*

|   | <b>Members<br/>of Council<br/>R'000</b> | <b>Management<br/>R'000</b> | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|---|---|-----------------------------|-----------------------|-----------------------|
| Salaries and other short-term employee benefits | 489                                     | 50 772                      | 51 261                | 47 625                |

**23.2 Payment to members of the Council**

Payment for attendance at meetings of the Council and its sub-committees

| <b>To whom paid</b>  | <b>Number<br/>of<br/>members</b> | <b>Attendance<br/>at meetings<br/>– aggregate<br/>amount paid<br/>R'000</b> | <b>Reimbursements<br/>of<br/>expenses –<br/>aggregate paid<br/>R'000</b> |
|----------------------|----------------------------------|---|--|
| Chair of Council     | 1                                | 50  | -  |
| Chairs of committees | 5                                | 167   | 9  |
| Members of Council   | 16                               | 272   | 3  |



**UNIVERSITY OF JOHANNESBURG  
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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS  
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**23 Related party transactions (continued)**

**23.3 Related parties**

The University of Johannesburg, and its subsidiaries and trusts, control or own 100% of the shares of the following companies:

- Million Up Trading (Pty) Ltd
- Resolution Circle (Pty) Ltd and its subsidiaries
- ARSA (Pty) Ltd

The University of Johannesburg and its subsidiaries is the sole beneficiary of the following Trusts:

- UJ Trust
- TWR Trust

The University of Johannesburg and its subsidiaries has a significant influence of the following associates:

The University and its subsidiaries have a 27.64% investment in the following associate:

- Photovoltaic Intellectual Property (Pty) Ltd.

The University of Johannesburg and its subsidiaries has a 10% investment in the following associate:

- Qualification Verification Services (Pty) Ltd (formerly the South African Qualification Authentication Authority (SAQAA)).

**23.4 Transactions with related parties**

An additional 5% interest were acquired in Qualification Verification Services (Pty) Ltd during the current period under review for the amount of R900 000

The shareholding of 55% in Photovoltaic Intellectual Property (Pty) Ltd previously classified as a joint venture diluted to 27.64% in the current period under review. No consideration was received.

The details of transactions with associates and joint ventures are detailed in note 5.

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| Receivable from Related parties                |                       |                       |
| - Photovoltaic Intellectual Property (Pty) Ltd | 35 278                | 22 768                |
| Investments in Related parties                 |                       |                       |
| - Photovoltaic Intellectual Property (Pty) Ltd | 29 700                | -                     |

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**24 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.

**24.1 *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.

**24.2 *Provision for post-retirement medical aid liability***

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2012 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

**24.3 *Depreciation of property, plant and equipment***

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

**24.4 *Pension fund obligations***

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2.

**24.5 *Critical judgments applying the University's accounting policies***

The University follows the guidance of IAS 39 (AC133) to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**for the year ended 31 December 2012**

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**24.6**     *Impairment of related party loan*

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgment, as the company is factually insolvent and does not have future client orders. Management did not account for any impairment in the current or previous financial periods.

**24.7**     *City of Johannesburg estimates*

The University has several amounts that are in dispute between the University and City of Johannesburg relating to charges that were incorrectly processed. During the current year, refunds were received for amounts that were disputed in prior years. Due to the uncertainty surrounding the disputes and possible refunds, the disputed amounts are included in the accounts payable balance and will be reversed if a refund is received in the following year. The accounts payable balance is therefore disclosed on the assumption that some discounts will be received from the City of Johannesburg Municipality.

At year end no invoices have been received for the charges from the City of Johannesburg municipality. As the Sophia Town residence is a new residence, there is no prior knowledge to substantiate the estimate that has been included in the financial statements for future payments to the Municipality. The amount that has been accrued for is based on management's estimate, dependent on the judgement of management.

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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
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**25 Executive Remuneration**

| <b>Designation</b>  | <b>Name</b>          | <b>Salary</b> | <b>Allowances</b> | <b>Employer Contributions</b> | <b>Total</b> | <b>Leave Days sold</b> | <b>Merit bonus</b> | <b>Grand Total</b> |
|---|----------------------|---------------|-------------------|-------------------------------|--------------|------------------------|--------------------|--------------------|
| <b>Vice-Chancellor</b>                                      | Prof IL Rensburg     | 2 328 596     | 401 815           | 407 235                       | 3 317 647    | -                      | 500 000            | 3 637 647          |
| <b>DVC: HR and Planning</b>                                 | Prof D Van der Merwe | 1 821 499     | 174 853           | 329 197                       | 2 325 550    | 89 481                 | 519 612            | 2 934 643          |
| <b>Deputy Vice - Chancellor (Finance)</b>                   | Prof JH Kriek        | 1 424 220     | 264 021           | 268 446                       | 1 959 687    | 150 802                | 609 860            | 2 720 349          |
| <b>Deputy Vice - Chancellor (Academic)</b>                  | Prof A Parekh        | 1 539 512     | 440 542           | 237 014                       | 2 217 068    | 190 894                | 370 229            | 2 778 191          |
| <b>Deputy Vice - Chancellor (Research &amp; Innovation)</b> | Prof AM Habib        | 1 523 528     | 268 018           | 255 850                       | 2 047 396    | 73 007                 | 207 927            | 2 328 330          |
| <b>Registrar</b>  | Prof ME Muller       | 1 309 689     | 63 212            | 253 880                       | 1 626 781    | -                      | 430 558            | 2 057 339          |
| <b>Executive Dean: Health Sciences</b>                      | Prof A Swart         | 1 074 856     | 69 068            | 211 708                       | 1 355 633    | 41 712                 | 237 419            | 1 634 764          |
| <b>Executive Dean: Science</b>                              | Prof IC Burger       | 1 031 281     | 165 582           | 158 770                       | 1 355 633    | 48 681                 | 299 081            | 1 703 395          |
| <b>Executive Dean: Economics and Financial</b>              | Prof A Dempsey       | 1 074 856     | 115 299           | 165 478                       | 1 355 633    | 20 865                 | 286 985            | 1 663 482          |
| <b>Executive Dean: Education</b>                            | Prof SJ Gravett      | 1 089 381     | 86 554            | 179 698                       | 1 355 633    | -                      | 239 203            | 1 594 836          |
| <b>Executive Dean: Sport</b>                                | Prof WJ Hollander    | 858 953       | 186 058           | 171 178                       | 1 216 188    | 28 076                 | 140 719            | 1 384 984          |
| <b>Executive Dean: Law</b>                                  | Prof PH O'Brien      | 1 074 856     | 66 579            | 214 198                       | 1 355 633    | 52 161                 | 273 601            | 1 681 395          |
| <b>Executive Dean: Humanities</b>                           | Prof RP Ryan         | 813 405       | 368 281           | 173 947                       | 1 355 633    | 52 140                 | 428 344            | 1 836 117          |
| <b>Executive Dean: Engineering</b>                          | Prof T Marwala       | 1 055 862     | 174 018           | 192 792                       | 1 422 672    | -                      | 316 866            | 1 739 538          |
| <b>Executive Dean: Management</b>                           | Prof D Van Lill      | 920 719       | 147 410           | 174 352                       | 1 242 481    | 47 808                 | 218 628            | 1 508 917          |

**UNIVERSITY OF JOHANNESBURG**  
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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS**  
for the year ended 31 December 2012

25 Executive Remuneration (continued)

| Designation  | Name             | Salary    | Allowances | Employer Contributions | Total     | Leave Days sold | Merit bonus | Grand Total |
|--|------------------|-----------|------------|------------------------|-----------|-----------------|-------------|-------------|
| Executive Dean: Design and Architecture              | Prof MD Sauthoff | 1 339 279 | 16 353     | -                      | 1 355 633 | 154 705         | 277 567     | 1 787 904   |
| Executive Director: Library and Information Centre   | Mrs R Bawa       | 1 176 000 | 79 391     | 160 465                | 1 414 856 | -               | 202 749     | 1 617 605   |
| Executive Director: Finance                          | Mr JA Van Schoor | 860 340   | 276 462    | 181 600                | 1 318 402 | 50 727          | 185 855     | 1 554 983   |
| Executive Director: Human Resources                  | Dr PZ Dube       | 1 306 027 | 106 641    | 209 605                | 1 622 274 | 10 399          | 217 703     | 1 850 376   |
| Executive Director: Operations                       | Mr R Du Plessis  | 1 096 939 | 199 091    | 181 411                | 1 477 441 | 50 214          | 224 560     | 1 752 215   |
| Executive Director: Information Officer (Chief)      | Mr AA Swartbooi  | 1 255 380 | 35 147     | 220 017                | 1 510 544 | -               | 166 377     | 1 676 921   |
| Executive Director: Expenditure                      | Mr CJH Kruger    | 956 196   | 242 678    | 197 863                | 1 396 737 | 47 951          | 218 686     | 1 663 375   |
| Executive Director: Advancement                      | Mr KP Swift      | 1 048 563 | 212 444    | 44 388                 | 1 305 394 | 47 033          | 151 041     | 1 503 468   |
| Executive Director: Internationalisation             | Dr PG Mekgwe     | 1 021 384 | 221 097    | -                      | 1 242 481 | -               | 220 000     | 1 462 481   |
| Executive Director: Academic Support and Development | Prof E De Kadt   | 1 306 384 | 16 353     | -                      | 1 322 738 | 50 875          | 227 771     | 1 601 383   |
| Executive Director: Student affairs                  | Prof MS Mandew   | 1 126 104 | 77 240     | 197 486                | 1 400 830 | -               | 192 967     | 1 593 797   |
| Executive Director: Research and Innovation          | Dr CM Masuku     | 970 226   | 141 897    | 164 132                | 1 276 255 | 49 106          | 178 733     | 1 504 094   |

**26 Contingencies**

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for (note 20).

**UNIVERSITY OF JOHANNESBURG  
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**CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
at 31 December 2012**

**Unaudited supplementary information**

|  | <b>2012<br/>R'000</b> | <b>2011<br/>R'000</b> |
|--|-----------------------|-----------------------|
| <b>ASSETS</b>  |                       |                       |
| <b>Non-current assets</b>                                | 4 040 027             | 3 571 639             |
| Property, plant and equipment                            | 1 301 093             | 1 298 358             |
| Intangible assets  | 3 964                 | 5 712                 |
| Investment in joint venture                              | 10 041                | 9 141                 |
| Available-for-sale financial assets                      | 2 663 100             | 2 198 763             |
| Defined benefit pension plan assets                      | 55 829                | 53 665                |
| Non-current receivables                                  | 6 000                 | 6 000                 |
| <b>Current assets</b>                                    | 537 602               | 488 566               |
| Inventories  | 5 309                 | 4 247                 |
| Receivables and repayments                               | 342 883               | 124 902               |
| - Students for fees                                      | 285 437               | 102 466               |
| - Other receivables                                      | 57 446                | 22 436                |
| Cash and cash equivalents                                | 189 410               | 359 417               |
|  | <u>4 577 629</u>      | <u>4 060 205</u>      |
| <b>EQUITY AND LIABILITIES</b>                            |                       |                       |
| <b>EQUITY</b>  |                       |                       |
| <b>Non-distributable reserves</b>                        | 1 637 808             | 1 494 983             |
| Funds invested in property, plant and equipment          | 1 265 700             | 1 260 858             |
| Non-current investment revaluation                       | 372 108               | 234 125               |
| <b>Reserve funds</b>                                     | 2 219 376             | 1 870 998             |
| <i>Restricted use funds</i>                              | 741 439               | 682 745               |
| Student residences funds                                 | 60 467                | 53 330                |
| Trust/donor/bursary funds                                | 680 972               | 629 415               |
| <i>Unrestricted funds</i>                                | 1 477 937             | 1 188 253             |
| Designated/committed funds                               | 418 404               | 414 166               |
| Undesignated use funds                                   | 1 059 533             | 774 087               |
| <b>LIABILITIES</b>                                       | 720 445               | 694 224               |
| <b>Non-current liabilities</b>                           | 344 901               | 306 177               |
| Borrowings   | 36 403                | 41 439                |
| Government grant   | 126 418               | 81 000                |
| Post-employment benefit obligations                      | 182 080               | 183 738               |
| <b>Current liabilities</b>                               | 375 544               | 388 047               |
| Trade payables, accruals and other liabilities           | 287 314               | 255 410               |
| Provisions   | 24 629                | 22 427                |
| Student deposits received and income received in advance | 60 647                | 108 436               |
| Borrowings   | 2 954                 | 1 774                 |
|  | <u>4 577 629</u>      | <u>4 060 205</u>      |

**UNIVERSITY OF JOHANNESBURG**  
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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
for the year ended 31 December 2012

Unaudited supplementary information

|  | Council<br>controlled<br>– unrestricted<br>R'000 | Specifically<br>funded<br>activities<br>– restricted<br>R'000 | Sub total<br>R'000 | Student and<br>Staff<br>accommodation<br>– restricted<br>R'000 | Consolidated<br>2012<br>R'000 |
|--|--|---|--------------------|--|-------------------------------|
| <b>2012</b>                                    |  |   |                    |  |                               |
| <b>Total income</b>                            | 2 676 955  | 207 699   | 2 884 654          | 118 937  | 3 003 591                     |
| Recurring items                                | 2 661 794  | 207 699   | 2 869 493          | 118 937  | 2 988 430                     |
| State appropriations –<br>subsidies and grants | 1 222 029  | -   | 1 222 029          | -  | 1 222 029                     |
| Tuition and other fee income                   | 1 049 165  | 4 645   | 1 053 810          | 108 311  | 1 162 121                     |
| Income from contracts                          | 42 556   | 60 911  | 103 467            | -  | 103 467                       |
| For research                                   | 29 738   | 53 961  | 83 699             | -  | 83 699                        |
| For other activities                           | 12 818   | 6 950   | 19 768             | -  | 19 768                        |
| Sales of goods and services                    | 63 178   | 5 514   | 68 692             | 8 327  | 77 019                        |
| Private gifts and grants                       | 87 829   | 64 619  | 152 448            | -  | 152 448                       |
| <b>Sub-total</b>                               | 2 464 757  | 135 689   | 2 600 446          | 116 638  | 2 717 084                     |
| Income from investments                        | 176 842  | 71 887  | 248 729            | 34   | 248 763                       |
| Finance income                                 | 20 195   | 123   | 20 318             | 2 265  | 22 583                        |
| <b>Non-recurring items</b>                     |  |   |                    |  |                               |
| Profit/loss on disposal of PPE                 | 15 161   | -   | 15 161             | -  | 15 161                        |



**UNIVERSITY OF JOHANNESBURG**  
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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME - continued**  
for the year ended 31 December 2012

Unaudited supplementary information

|                                  | Council<br>controlled<br>– unrestricted<br>R'000 | Specifically<br>funded<br>activities<br>– restricted<br>R'000 | Sub total<br>R'000 | Student and<br>Staff<br>accommodation<br>– restricted<br>R'000 | Consolidated<br>2012<br>R'000 |
|----------------------------------|--|---|--------------------|--|-------------------------------|
| <b>2012</b>                      |  |   |                    |  |                               |
| <b>Total expenditure</b>         | 2 368 820  | 111 708   | 2 480 528          | 111 800  | 2 592 328                     |
| <b>Recurring items</b>           | 2 317 473  | 109 267   | 2 426 740          | 111 016  | 2 537 756                     |
| Personnel                        | 1 422 868  | 30 093  | 1 452 961          | 15 870   | 1 468 831                     |
| Academic professional            | 761 533  | 16 106  | 777 639            | 8 494  | 786 133                       |
| Other personnel                  | 661 335  | 13 987  | 675 322            | 7 376  | 682 698                       |
| Other current operating expenses | 766 100  | 22 309  | 788 409            | 80 995   | 869 404                       |
| Depreciation                     | 50 343   | 4 243   | 54 586             | 10 068   | 64 654                        |
| Amortisation of software         | 3 144  | 27  | 3 171              | 7  | 3 178                         |
| Bursaries                        | 73 856   | 52 445  | 126 301            | -  | 126 301                       |
| <b>Sub-total</b>                 | 2 316 311  | 109 117   | 2 425 428          | 106 940  | 2 532 368                     |
| Finance costs                    | 1 162  | 150   | 1 312              | 4 075  | 5 387                         |
| <b>Non-recurring items</b>       |  |   |                    |  |                               |
| Capital expenditure expensed     | 51 347   | 2 441   | 53 788             | 785  | 54 573                        |
| <b>Net surplus/(loss)</b>        | 308 135  | 95 991  | 404 126            | 7 137  | 411 263                       |

**UNIVERSITY OF JOHANNESBURG**  
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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
for the year ended 31 December 2012

Unaudited supplementary information

|  | Council<br>controlled<br>– unrestricted<br>R'000 | Specifically<br>funded<br>activities<br>– restricted<br>R'000 | Sub total<br>R'000 | Student and<br>Staff<br>accommodation<br>– restricted<br>R'000 | Consolidated<br>2011<br>R'000 |
|--|--|---|--------------------|--|-------------------------------|
| <b>2011</b>                                    |  |   |                    |  |                               |
| <b>Total income</b>                            | 2 367 332  | 135 731   | 2 503 063          | 94 900   | 2 597 961                     |
| Recurring items                                | 2 362 014  | 135 731   | 2 497 745          | 94 900   | 2 592 644                     |
| State appropriations –<br>subsidies and grants | 1 146 386  | -   | 1 146 386          | -  | 1 146 386                     |
| Tuition and other fee income                   | 933 082  | 4 163   | 937 245            | 93 205   | 1 030 450                     |
| Income from contracts                          | 43 626   | 49 146  | 92 772             | -  | 92 772                        |
| For research                                   | 34 355   | 45 747  | 80 102             | -  | 80 102                        |
| For other activities                           | 9 271  | 3 399   | 12 670             | -  | 12 670                        |
| Sales of goods and services                    | 36 923   | 13 599  | 50 521             | 336  | 50 857                        |
| Private gifts and grants                       | 62 108   | 30 253  | 92 360             | 4  | 92 364                        |
| <b>Sub-total</b>                               | 2 222 124  | 97 161  | 2 319 285          | 93 545   | 2 412 828                     |
| Income from investments                        | 129 168  | 37 472  | 166 640            | (8)  | 166 632                       |
| Finance income                                 | 10 722   | 1 099   | 11 821             | 1 363  | 13 184                        |
| <b>Non-recurring items</b>                     |  |   |                    |  |                               |
| Profit/loss on disposal of PPE                 | 5 318  | -   | 5 318              | -  | 5 318                         |

**UNIVERSITY OF JOHANNESBURG**  
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**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
for the year ended 31 December 2012

Unaudited supplementary information

|                                  | Council<br>controlled<br>– unrestricted<br>R'000 | Specifically<br>funded<br>activities<br>– restricted<br>R'000 | Sub total<br>R'000 | Student and<br>Staff<br>accommodation<br>– restricted<br>R'000 | Consolidated<br>2011<br>R'000 |
|----------------------------------|--|---|--------------------|--|-------------------------------|
| <b>2011</b>                      |  |   |                    |  |                               |
| <b>Total expenditure</b>         | 2 186 653  | 125 630   | 2 312 282          | 77 882   | 2 390 166                     |
| <b>Recurring items</b>           | 2 155 449  | 123 335   | 2 278 784          | 77 121   | 2 355 905                     |
| Personnel                        | 1 301 767  | 25 333  | 1 327 100          | 14 209   | 1 341 309                     |
| Academic professional            | 695 500  | 13 535  | 709 035            | 7 592  | 716 627                       |
| Other personnel                  | 606 267  | 11 798  | 618 065            | 6 617  | 624 682                       |
| Other current operating expenses | 713 769  | 28 706  | 742 474            | 47 803   | 790 278                       |
| Depreciation                     | 45 651   | 3 363   | 49 014             | 10 916   | 59 930                        |
| Amortisation of software         | 3 455  | -   | 3 455              | 7  | 3 462                         |
| Bursaries                        | 89 358   | 65 784  | 155 142            | 10   | 155 152                       |
| <b>Sub-total</b>                 | 2 154 000  | 123 185   | 2 277 185          | 72 945   | 2 350 132                     |
| Finance costs                    | 1 449  | 150   | 1 599              | 4 175  | 5 774                         |
| <b>Non-recurring items</b>       |  |   |                    |  |                               |
| Capital expenditure expensed     | 31 204   | 2 294   | 33 498             | 762  | 34 260                        |
| <b>Net surplus/(loss)</b>        | 180 678  | 10 102  | 190 780            | 17 016   | 207 796                       |

